



Kingston Literacy & Skills

ANNUAL REPORT 2015 - 2016



Rosa V., LBS One-to-One Student

Volunteers are an integral part of the success of Kingston Literacy & Skills (KL&S) and play a crucial role in our one-to-one tutoring program. More than 70 volunteers generously donate thousands of hours to KL&S annually.

We hold our volunteers in the highest regard, and they are formally thanked during National Volunteer Week in April. Without the support and dedication of our volunteers, our ability to support the community and make such a positive impact in so many lives would not be possible.



Paula A. and Rosemary K., KL&S volunteers

BUILD YOUR SKILLS
SHAPE YOUR FUTURE



www.klandskills.ca



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Mission Statement

Kingston Literacy & Skills strengthens our community through the development of literacy, language and skills for adults and families.

Vision Statement

To create a world where everyone has the literacy and skills to achieve their full potential through access to education and employment, increased independence and community participation.

Strategic Priorities 2013 – 2016

- Improve organizational sustainability with a focus on diversification of funding and operational improvements.
- Develop innovative programming and services to respond to the changing needs of our clients and community.
- Promote a healthy, cohesive work environment that includes staff, volunteers and board members.
- Focus on defining and developing strategic partnerships and community development.



President's and Executive Director's Report 2015-2016

The past year demonstrated the resiliency of Kingston Literacy & Skills to ensure the effective delivery of literacy services and supports despite significant challenges.

In fiscal 2015-2016, a total of 2,502 individuals accessed the services of KL&S through our three programs: Literacy and Basic Skills (LBS); Family and Early Literacy (FEL-FELS); and Language Instruction for Newcomers to Canada (LINC). Despite the challenges experienced, the success of our program delivery would not be possible without the efforts of exceptional staff and the dedication of 45 volunteers who recorded a total of 7,000 volunteer hours.

Challenges Overcome

The Language Instruction for Newcomers to Canada program experienced pressures during this period due to changing economic conditions. Through the tremendous efforts of staff, there was no interruption to programming thereby allowing 60 people the ability to receive continuous service that otherwise may have been jeopardized.

Relocation to Centralized Services

In an effort to reduce overhead expenses and consolidate both

Kingston sites into one location, KL&S offices moved to renovated premises at 16 Bath Road in September. The relocation allowed for sharing resources between programs and created efficient synergies between all functional areas.

Board of Directors

The Board of Directors experienced changes over the past year. Andrew Naples left the position of Board President to relocate to Toronto. Laura Niles assumed the position of Board President in November 2015, and Lester Webb assumed the role of Vice-President. In addition, the Board welcomed Blair Hicks as a new Director and the return of Laura Kinderman in early 2016.

In January 2016 with the announcement of my retirement as Executive Director at the end of May, the Board concentrated its efforts on the selection of a qualified successor.

Highlights

- The KL&S website was overhauled with the official launch of the new website taking place in March 2016. The organization also undertook a promotional strategy of raising literacy awareness by increasing our presence on social media.

- Through the generosity of Mr. and Mrs. Bob Johnson, student awards were established in memory of their son Bob who was a tremendous supporter of KL&S as a teacher, tutor, and volunteer.

Each year the Bob Johnson Award is presented to one or more students who exemplify the commitment of Bob Johnson to community service and who have excelled in KL&S programs.

Future

For an organization approaching their 40th year in operation, we are truly unique in that there have been just two Executive Directors during that time. Most staff have been here for more than 7 years and some have over 25 years with the organization.

Change is difficult, and since it is unusual for KL&S, it will be challenging. On the other hand, it is also wonderful and brings with it a chance to do things differently, develop in new areas and explore opportunities. New partnerships can be created and, along with that, the potential for program expansion.

Final Remarks from the Executive Director

The most important resource of KL&S are people who are respected and valued. Without their commitment and dedication, the organization would not be the success that it has been for the past 39 years. As the outgoing Executive Director, I have every confidence in the recruitment team. They have the best intentions of finding the best candidate to lead the organization to the next level, whatever that may be. I thank all the staff and board members for their tremendous support since my arrival in 2011. It has been my honour to be part of Kingston Literacy & Skills.

Remarks from the Board President

Although it was not my intention to become Board President, I was excited to assume the role in November 2015. Needless to say, the first five months of my tenure, along with other board members, were focused on completing an extensive recruitment campaign for the next Executive Director. Moving forward, the organization will embark on a journey of potential expansion of programs and services, building new partnerships, and raising the awareness of literacy both within and across communities. As the Board President, I am very committed to the work of this organization in a fiscally responsible and transparent manner and am excited about what lies ahead in the years to come. I look forward to working with the new Executive Director and thank Donna for her leadership and dedication during the past few years.



A handwritten signature in black ink that reads "Donna Perrin".

Donna Perrin, Executive Director



A handwritten signature in black ink that reads "Laura Niles".

Laura Niles, President

Message From the Incoming Executive Director



“Literacy is a bridge from misery to hope. Literacy is a basic human right; an agent of family health and nutrition, a key to unlocking poverty, and a means through which every man, woman and child can realize his or her full potential.”

~ Kofi Annan

It is my privilege to have been chosen as the new Executive Director for Kingston Literacy & Skills. The 39-year history of the organization not only speaks to its success, but it also speaks to the demonstrated need for on-going literacy supports and services especially now that we are fully established in the digital age.

It is an even greater privilege for me to be given the opportunity to work with such a talented and dedicated group of staff, volunteers, and board members who collectively share the vision of providing the resources required to allow individual successes to be achieved for those people we support daily.

I look forward to being an integral part of this dynamic, supportive, and collaborative community.

Il est mon privilège d'avoir été choisi comme le nouveau directeur exécutif de Kingston Literacy & Skills. L'histoire de 39 ans de l'organisation ne parle pas seulement de son succès, mais il parle aussi de la nécessité démontrée pour en cours de soutien et services d'alphabétisation en particulier maintenant que nous sommes pleinement établi à l'ère numérique.

Il est un privilège encore plus grand pour moi d'avoir l'occasion de travailler avec un groupe aussi talentueux et dévoué du personnel, des bénévoles et des membres du conseil d'administration qui partagent collectivement la vision de fournir les ressources nécessaires pour permettre les succès individuels à atteindre pour les personnes que nous soutenons tous les jours.

Je me réjouis de faire partie intégrante de cette communauté dynamique, de soutien et de collaboration.

C.M. (Chuck) Dowdall, Incoming Executive Director

A handwritten signature in black ink, appearing to read 'C. Dowdall', written in a cursive style.



I am pleased to report that fiscal 2015 was a positive year for Kingston Literacy & Skills (KL&S). The KL&S Board consistently monitored the financial health and risks of operations for the organization throughout the year, with a specific focus on comparing 2015 year-to-date (YTD) fiscal performances with that of 2014. Drawing insights from our monitoring activities and analyses, KL&S has had a successful year from a financial standpoint.

Revenue growth outpaced expenditure growth during the fiscal year. For example, though there were a few fluctuations in terms of YTD comparative net incomes (2014 vs. 2015 fiscal), the organization was able to maintain its revenue at a consistent level in 2015 fiscal.

We have managed the funds received from our various funders judiciously while focusing on accountability and

sustainability. This is clearly in line with the 2013-2016 strategic goals of the organization.

From a risk management perspective, we have also been proactive in complying with Canada Revenue Agency policies and other governing policies. In short, in 2015 fiscal, we consistently self-assessed risk as part of our overall risk management strategy and we intend to continue on this path to ensure low risk exposure to the organization.

Indeed, fiscal 2015 has been a successful year, but this would not have been possible without team effort. On that note, I would like to take this opportunity to thank staff, management and volunteers for their dedication to the KL&S mission and vision. Truly, not only did they demonstrate passion for the cause, but they also demonstrated a strong commitment to making our community better.

Even so, there is always more work to be done. In 2012, the Commission on the Reform of Ontario's Public Services acknowledged that "literacy needs have evolved and increased over time as a result of fundamental changes in the economy. In addition to reading and writing, many people today require analytical skills, numeracy, and technological

and computer literacy to do increasingly complex work."

As we recognize that resources do not necessarily match evolving needs, let's not forget the cause, and most importantly, let's not forget the famous words of Ted Kennedy: *"For all those whose cares have been our concern, the work goes on, the cause endures, the hope still lives, and the dream shall never die."*

Sincerely,

A handwritten signature in black ink, appearing to read "Raynold Alorse".

Raynold Alorse, Treasurer

Changing People's Lives

Sarah

My name is Sarah. I live in Rideau Heights with my 13 year old son. I have been going to Kingston Literacy & Skills for about 2 years now. When I first started I wanted to follow the direction to be a Personal Support Worker. It really helped to have school close to where my son attended school because he has his own school problems, I need to be nearby in order to go and get him sometimes.

Things were fine at school until about December 2015. My life took a dramatic change about that time. Sadly, I became a victim of domestic violence. My whole life stopped.

I wanted to return to my old life but it wasn't simple to do. My injuries were painful inside and out. Very slowly I worked to get back to a regular routine. I had to be relocated but fortunately I could still go back to the same KL&S Class. Still coming back was different when you are always looking over your shoulder. It did feel welcome knowing the class wanted me back. Different students took turns walking me to school and back home in the beginning to make sure I felt safe. They were all very understanding about what happened. Just as I was starting to feel more comfortable and safe my former spouse (and perpetrator) suddenly passed away. This shock sent me spinning backwards. Even his family accused me of terrible things.

I guess what I want to say is that it has been a long and challenging road for me. BUT my life is so much different; especially in the last few months. In December of 2015 I got the Learner of the Month Award from the Learning Hub. I take my online college level courses from them. In March 2016, I completed and passed Medical Terminology with a mark of 93%. I am currently taking Psychology. I am planning for next year to take Sociology, then GED Science and Health. In 2018, I plan to take my full PSW course (when hopefully the college tuitions are free).

Coming to KL&S has helped me in many ways. It has helped me build my confidence. It has really helped me "keep my eye on the prize" as in the goals I have set in my life. I really want to have a job in healthcare where I can help other people. I work so hard at my school work because I know I can better my son's and my life and I want to do it!

"When I have success at school I feel great in a way that is hard to describe. I've never really had that kind of feeling of pride before. Thank you Kingston Literacy & Skills, thank you for helping me find myself."

~ Sarah W.

Jorge

Jorge is a newcomer from Mexico who came to Canada in May 2014. He came to LINC in November of that year. At first, he was a shy, quiet guy, who sat in the corner and avoided eye-contact. He didn't participate much and was very nervous to go shopping or to any public place because he didn't understand and couldn't communicate in English.

Since then, Jorge has improved his English skills immensely and laughs now about those early days. He is a full-time student who attends classes regularly and actively participates in class and school activities. His language skills are progressing quickly and he is integrating into the community very well. He is happy to be employed as a line cook at a local Chinese restaurant and was commended recently by his employers for the improvement in his English.

Now in CLB Level 3-4, Jorge uses every opportunity to practice his English skills and make new friends. He goes shopping, does banking, sees a doctor and uses the community services independently. He is eager to learn more about Canadian culture and is thinking of becoming a personal trainer.

“I came to this country knowing absolutely nothing about how to do things in English. I am very happy to learn English with this program.”

~ Jorge V.

Qi Xiang (Joey)

Originally from China, Joey came to Canada in May 2012 to join her husband, and has been studying English at LINC since August 2013. She started in the beginner class, but has progressed steadily and is now in the pre-intermediate class (CLB Level 3-4).

In China, Joey worked as a marketing director, but with little to no English skills, she experienced a huge culture shock when she first arrived. She was afraid to leave her apartment and stayed home. Her daughter, who was a toddler at the time, was the motivation she needed to come to classes and learn English.

Joey is a very industrious and highly motivated student who attends classes regularly and actively participates in all class and school activities. She is a quick learner who demonstrates great study habits and learning strategies. She hopes to graduate from the CLB level 4 class soon and start looking for a job in retail. One of her long-term goals is to take the Early Childhood Education (ECE) program at the local community college. We have no doubt she will!

“The LINC program gives me hope for the great future. I will study hard and will never give up learning.”

~ Joey H.

Literacy and Basic Skills (LBS)

Central Site

In the fall of 2015, the LBS program moved from 859 Princess Street to the newly renovated and expanded site at 16 Bath Road.

Sharing space with the Language Instruction for Newcomers to Canada (LINC) program has added a different dynamic to our students' perception of learning. LINC participants choose to come to the program and most are very grateful for the services that are available. Some LBS students are directed to the program by an Ontario Works case manager. Seeing keen LINC students arrive each morning can give the LBS students a different perspective on learning, which is very good motivation.

Digital Inclusion for Kingston Adults

Over the past 18 months, KL&S offered a variety of computer courses, with grants from the Community Foundation for Kingston & Area, Community Response to Neighbourhood Concerns and the Rotary Club of Cataraqui-Kingston. This special funding enabled us to provide training in a number of settings, including: Salvation Army Rideau Heights Community Church; ReStart; 859 Princess Street; and 16 Bath Road. We also held one series specifically for English-as-a-Second-Language participants, which was well attended.

Essential Skills for Employment and Education (ESEE) Learner Gains' Testing

At the start of the fiscal year, LBS wrapped up the piloting process for the College Sector's Essential Skills for Employment and Education (ESEE) online skills assessment. It was an excellent opportunity to have a look at what will probably be used as a model for measuring learner gains by the Ministry in the near future. While many of the students (and staff) were surprised at how high the level of the material was, it was an interesting exercise to engage in.

Any who took the assessment were given a report

back on where their skills were strong, and what areas needed work. Links to online activities designed to specifically address challenge areas were provided.

At the end of this fiscal year, the LBS program again was engaged to pilot ESEE with a view to eventually incorporating this format of standardized testing for most students entering LBS programs.

Panel Presentations

For the past few years, LBS has hosted a series of "Brown Bag Lunch" presentations at our site for community partners, which featured local agencies promoting their programs and services. In January, we changed our format to panel presentations, focusing on specific issues, instead of individual service providers. To date, there have been presentations on programs for new Canadians; mental health service providers; legal services for those with low incomes; and youth programming in our area.

These presentations have been held in partnership with St. Lawrence College Employment Services and Ontario Works, at the Ontario Works site on Montreal Street, and have become quite popular. They provide a great opportunity for both learning and outreach, and we look forward to continuing with the series through the new year.

North End Site

At the end of June 2015, there were a large number of students at our North end program: 19 students were presented with certificates at the Graduation Ceremony. During the summer, most of the students met with the LBS manager to be reassessed and review their individual progress plans. In many cases, students had achieved their stated goals and were helped to move on to other programs and services.

In the fall, our North end site resumed service with a much smaller group, ready to take in new students.

While the class was not as large as the previous year's, the students certainly benefited from the individual attention they received from instructors and volunteers.

Napanee

In keeping with our Strategic Plan, the Napanee site continues to provide innovative and diverse programming to bring in new clients and establish/develop new partnerships. For example, a project called *Cooking with a Mission* was developed in partnership with Ontario Works, Morningstar Mission and Career Edge. This series combined workshops on healthful cooking and lifestyles, supplemented with presentations from various hospitality businesses in the area and input from the local employment service agency.

In addition, the Napanee coordinator provided educational assessments and training in Amherstview for Prince Edward Lennox & Addington Social Services (PELASS) on a weekly basis. In the last two years, training for more than 28 students has been provided. This is an impressive accomplishment considering that enrolment is limited to seven students due to the size of the facility.

Attendees benefit immensely from the program. Their dedication to the program was clearly reflected in some of their comments:

- The program is awesome.
- I felt so comfortable.
- This really helped my self-confidence .
- I like the small groups because I have anxiety issues.
- This really helped me get back into things.
- I wish I could continue.
- I found work, but I still wish I could continue.
- Staff is so helpful and doesn't make me feel useless.
- I like that I can come to something like this and not have to go out of town.

- I have made some friends which is helping my depression.

Of the 20 students who were exited from this program, 65% have experienced very positive outcomes:

- Employed 8
- Education..... 3
- Independence..... 2
- Moved..... 2
- Unable to Continue..... 3
- Not Currently Employed.. 2

The coordinator also spends a second morning each week in Amherstview assisting with Ontario Electricity Support Program applications. This outreach strategy provides a much needed service, while introducing community members indirectly to our program.



Math class in Napanee

Language Instruction for Newcomers to Canada (LINC)

In September 2015, the LINC program experienced an influx of refugee families: many came from Syria, but there were also people from Burundi and Eritrea. Sponsorship of recent refugees ranges from private (mostly by church groups in Kingston and area) to the Canadian government, or a blend of private and government. It is very fortunate that LINC had a corresponding increase in volunteers who were interested in tutoring and helping out in the classrooms.

LINC staff have also had the pleasure of working in partnership with the sponsorship groups of our refugee clients. In addition to providing financial support, sponsors play an important role in the overall health of the family, including their language acquisition. Their sponsors' communication with teachers, childcare and the Program Manager ensures that clients' needs are being supported.



LINC Students Making A Difference

One of LINC's former students, Ghada, who is originally from Egypt, has been a great help with the newly arrived Arabic speaking families. Ghada graduated from the LINC program, then went on to St. Lawrence College, earning an Early Childhood Educator's (ECE) diploma. She began volunteering in the LINC childcare room, helping with the children and translating for the parents, and was subsequently hired as a supply teacher for our Care for Newcomer Children (CNC) program.

Another former LINC student, Selamawit, a refugee from Eritrea-Sudan, is being trained as a housekeeper by a former student who now runs her own business and regularly recruits LINC students for training and employment.

Marwan, a refugee from Syria and a student at LINC, furthered his success while attending the LINC program through volunteering at Habitat for Humanity. In addition to gaining employment with a local bakery, he successfully completed training in Workplace Health and Safety.

Highlights

Field trips play a vital role in the LINC program by providing an introduction to Canada and Canadian life for newcomers. This year, students visited a local sugar bush to learn about making maple syrup, as well as the grocery store, the library, the local YMCA for physical exercise and First Capital Day celebrations. A variety of workshops were also presented with a focus on mental health.

Challenges

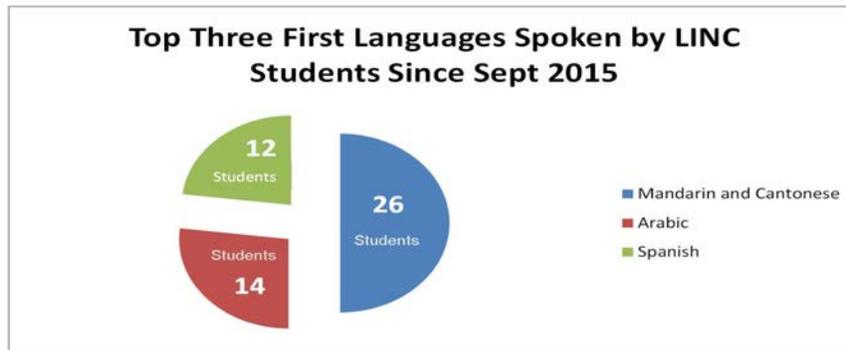
With so many new arrivals to the program, the lack of adequate childminding spaces for toddlers and no infant care was acutely felt. The result was that intermittently a student was prevented from attending due to a wait list for childminding services and outside childcare being unaffordable. Moving forward, steps are being taken to increase the childminding capacity in order that students have continuous access to the program.

Language Instruction for Newcomers to Canada (LINC)

For LINC instructors, there has been a steep learning curve to meet the implementation schedule of the Portfolio Based Learning Assessment (PBLA) program as set out by the federal government. It has required many extra hours on the part of instructors to understand and prepare the material required by PBLA.

Diversity

The LINC program enjoys a considerable diversity of culture within our student base with approximately 20 different ethnicities represented. This, in turn, provides a valuable dynamic to the learning environment and builds tremendous respect among the students while developing a strong appreciation of individual challenges experienced in moving to Canada.



What LINC Means to Me

“I have been studying English at Kingston Literacy & Skills for almost one year. I am enjoying my life with LINC. I love my teachers and schoolmates. I love LINC!”

LINC is a program that helps me learn English. There are many excellent teachers at KL&S. They help me improve my English listening, speaking, reading and writing skills. In the beginning, I didn’t understand when people spoke English to me. I didn’t speak any English either. Now I can have a simple conversation with a Canadian. I can talk to others at a bank, at a store, at a restaurant and at the YMCA. I’d like to thank all LINC teachers for helping me. Thank you LINC.

For me, LINC is a window to the magnificent Canadian culture.”

~Ai Min L. from China

Family and Early Literacy (FEL)

Family Literacy focuses on the ways in which families use literacy (reading, writing, numeracy) and language in their daily lives. A wide variety of FEL programming and services are provided to families, caregivers and childcare providers from both home care and daycare settings.



KL&S recognizes the impact parents' low literacy has on their children's future academic achievement and their family's well being. These outcomes are also proven by research. Family and early literacy programming is designed to help all parents learn how to encourage their young children's language development and early learning while supporting parents as they strive to upgrade their own essential skills. Collaboration or partnership with other community organizations is essential to providing this service.

Early Literacy Specialists (ELS) work with community groups and organizations to strengthen, support and promote literacy and language development for children from birth to age six and their families and professionals.

Throughout the past year, the Early Literacy Specialists presented many workshops and presentations for parents, partnering agencies, professional associations and various components of the medical community. A considerable focus has been and will continue to be completing the necessary outreach to the more rural demographics of the Kingston community where isolation is more prevalent due to limited transportation resources. Therefore, focus is heavily placed on the delivery of required programming through the availability of webinars and delivery of on-line programming with individualized support.

Early Literacy Specialists (ELS)

Hours of Training	Professionals Served	Parents and Caregivers Served	Protocol Links (Collaborations)
230	580	1,100	58

Family Literacy

Program	Groups served	Families served	Children served	# of RAPP packs
Reading and Parents Program (RAPP)	11	111	129	561
Bonding with Your Baby Through Music		11 parents	11 children	

Achievement Award in Memory of Bob Johnson

In 2012, Bob and Beverly Johnson made a gift to Kingston Literacy & Skills in honour of their son, Bob, who passed away November 3, 2012. The KL&S Board of Directors clearly wanted to use the funds to recognize the work Bob did at KL&S. Bob was all about our students, so the Board wanted it to benefit them directly.

To that end, an ad hoc committee of the Board was formed. The committee was made up of Anne Jackson (Volunteer Coordinator), Donna Perrin (Executive Director) and Lester Webb (Board Vice-President), with the assistance of Bob's father, Bob Johnson, Sr. The committee brought forward guidelines to select candidates for the Achievement Award in Memory of Bob.

Bob was a volunteer one-to-one tutor, led English as a Second Language conversation groups, assisted with our volunteer tutors, compiled a list of online resources for literacy service providers, and was a member of the Grate Groan-Up Spelling Bee fundraising committee.

In addition, Bob volunteered with other literacy organizations including Queen's University and the Teachers of English as a Second Language (TESL) Board of Directors. He was known for his dedication to his students, and as a result, his students were engaged in their learning, having fun as they succeeded.

Bob was passionate about KL&S, literacy and language training, and gave so much of himself throughout the community. He was a gracious and gentle soul always willing to help and lend a hand wherever needed. His contributions were recognized when he was chosen, posthumously, as recipient of the 2012 Zalman Yanovsky Award for Outstanding Volunteer Service to Literacy in Kingston and area.

The Achievement Award in Memory of Bob Johnson is intended to recognize accomplishment, achievement and success of one or more of our students. It will distinguish a student going to their next step through the pursuit of furthering their education, employment opportunities or some other advancement.



Fundraising

Our signature event, the “KL&S Grate Groan-Up Spelling Bee” has been held for 21 consecutive years.

This year, the BEE raised over \$15,000. The combination of all our fundraising events and generosity of in-kind donations received from the community allowed this year’s event to be successfully completed with minimal expense.

Fundraising is important to KL&S as it allows us to support the programs not otherwise funded, and allows us to be responsive to the needs of our clients even if those needs are outside of the boundaries set by our major funders. The Family Literacy program is not funded by an outside agency, and its existence relies solely on the fundraising dollars we contribute, as well as designated donations received from others. We thank all of our partners for their continual support of this much needed literacy programming for families.

Beginning with the 2016-2017 year, the BEE will undergo a transformation with new branding, a new mascot, and a new format bringing this classic fundraiser for the organization into the digital era.



**2015
Winner for
Best Costumes:**

**Templeman
Menninga**



2015-16 Spelling Bee Committee

- Shawna Langille (Chair)
- Sue Forgues (Secretary)
- Deb Fell (Prizes)
- Leonore Foster (KL&S Board)
- Sam Kalb (Word Committee)
- Barb Love (Word Committee)
- Carl Richards (Master Pronouncer)
- Donna Vinkle (KL&S Staff, 2015 Bee Coordinator)
- Donna Perrin (ED, KL&S)

Grate Groan-Up Spelling Bee Sponsors (May 2015)

Platinum Plus Naming Sponsor



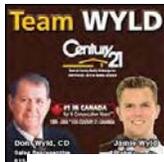
Silver Sponsor



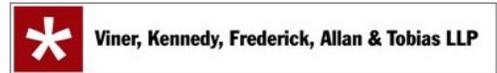
Bronze Sponsor



Literacy Champion Sponsors



Literacy Sponsors



Media Sponsors



Many thanks to Station 14 and Snapd.

Bell Media

Rogers

Special thanks to RMC for the Molton Clock Timer.

Governance

Overview

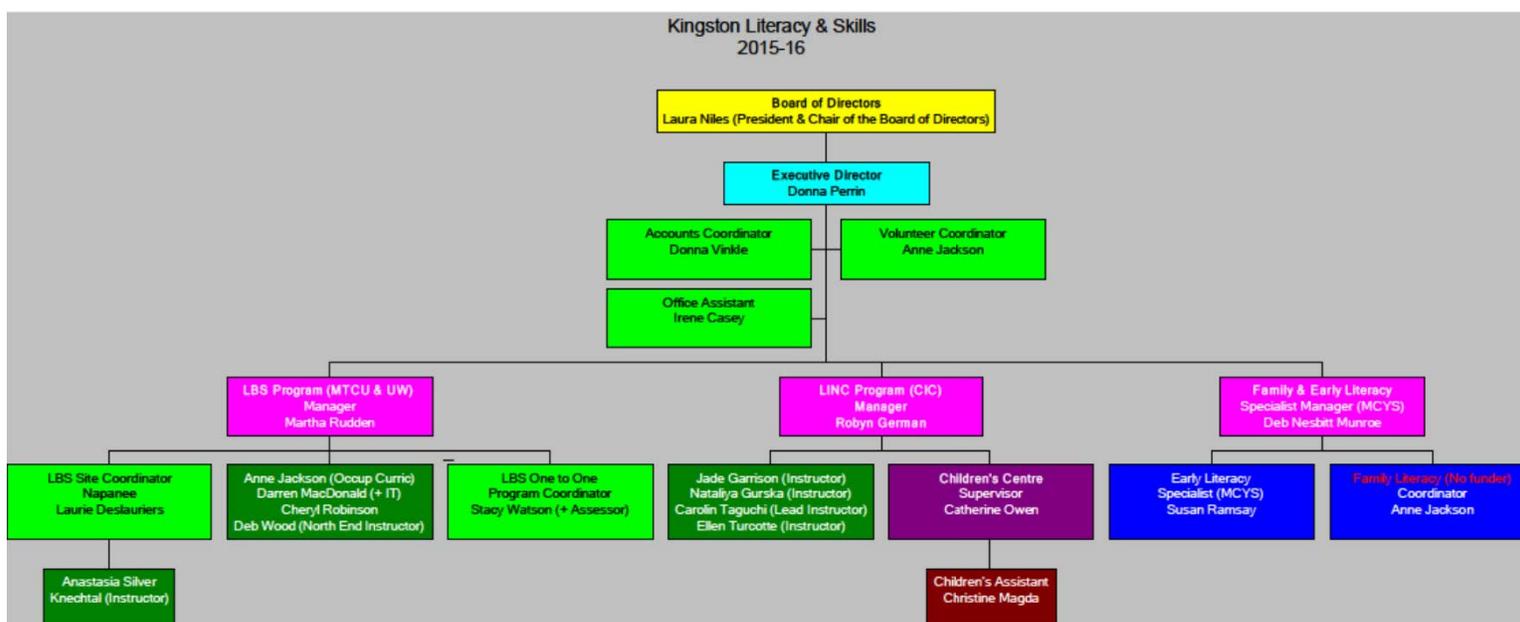
The 2015-16 Board of Directors was initially chaired by President Andrew Naples until November 2015 at which time Laura Niles assumed the position of President. Laura has more than 25 years of experience in the Ontario Public Service in five different ministries. During her career, she has served in various project and program management roles, which serves her well in her Board capacity.

At the end of the fiscal year, we said good-bye to David Godsell. David served as Treasurer since January 2014. After completing his PhD at Queen's University, David moved to Virginia Tech to pursue professional interests. Raynold Alorse, a PhD Candidate in Political Studies at Queen's University, took over from David in September 2015.

In early fiscal 2016, the Board also bid farewell to Robin Dawes and Brian Lai whose appointed terms had come to an end. Both gentlemen provided valuable insight to the Board in their role. The Board welcomed the addition of two new Directors, Blair Hicks and Laura Kinderman.

Organization Structure

KL&S employs 12 full-time staff. The Executive Director is responsible for development of the Strategic Plan; organizing and planning the work of the organization; managing sponsorship relations; supporting the activities of the board; maintaining operating systems and procedures that ensure sound management of resources; implementing initiatives and training sessions to support achievement of planned results and outcomes; supervising the work of staff and others employed on a project basis; and preparing and presenting reports to the Board, sponsors and members of the general public.



Kingston Literacy & Skills Board of Directors 2015-2016

Board Member	Position	Year Elected
• Laura Niles	President	June 2013
• Arlene Cronin	Immediate Past-President	June 2013
• Robin Dawes	Past-President	June 2010
• Lester Webb	Vice-President	January 2012
• Bonnie Livingstone	Secretary	June 2012
• Raynold Alorse	Treasurer	June 2015
• Brian Lai	Director	June 2010
• Leonore Foster	Director	September 2011
• Louise Chatterton Luchuk	Director	June 2014
• Blair Hicks	Director	February 2016
• Laura Kinderman	Director	February 2016
• Donna Perrin	Executive Director Ex Officio (non-voting)	

Board Committees

Executive/Planning/Finance Committee

Andrew Naples/Laura Niles (President), Arlene Cronin (Past-President), Bonnie Livingstone (Secretary), David Godsell/Raynold Alorse (Treasurer), Leonore Foster, Lester Webb, Robin Dawes, Donna Perrin (Ex Officio)

In March 2016, the prior Executive/Planning Committee and the Finance Committee were combined into one committee with revised Terms of Reference. The amalgamation of these committees was to enhance Board efficiencies given the similar membership of the prior committees separately.

In keeping with the revised Terms of Reference, the committee was active in their role to: oversee implementation of the strategic plan; develop the selection criteria for prospective board members; and ensure policies and procedures were aligned with the organization's strategic plan. They recommended the Board follow up with a member from the Queen's School of Business to address the Board regarding raising our organizational profile. This will be actioned in the next fiscal year.

Space Planning Committee (Ad Hoc)

Lester Webb, Andrew Naples, Donna Perrin (Ex Officio)

After extensive review, the Committee successfully secured additional premises at 16 Bath Road allowing for all programming to be consolidated in one location. The Committee oversaw all aspects of the required renovations with all programs moving into the new premises in September 2015, with a ten-year lease acquired for financial predictability of occupancy costs.

Human Resource and Board Development

Louise Chatterton Luchuk (Chair), Laura Niles, Brian Lai, Blair Hicks, Evan Joyce, Robin Tippett

The committee began the year focused on the work begun in 2014-15 with regard to policy development. In addition, the committee ensured the organization was ready for the next wave of Accessibility for Ontarians with Disabilities (AODA) requirements that came into effect on January 1, 2015.

With the announcement that our Executive Director was to retire in May 2016, the Committee changed gears in January 2016. At that time we took on the role of support to the ED Selection Committee. This work entailed updating the job description, creating the job posting and shortlisting rubric, finalizing the interview questions and reference check process. The Committee also provided guidance with regard to human resource matters within the organization over the last year.

Executive Director Selection Committee (Ad Hoc)

Arlene Cronin, (Chair), Leonore Foster, Laura Niles, Laura Kinderman, Blair Hicks

The Committee received an overwhelming response of 105 candidate submissions from across the province for the Executive Director position. Due to the number of applicants, the Committee spent a considerable amount of time undertaking a multi-stage interviewing process with the successful candidate chosen to assume the role in July 2016.

Marketing and Fundraising Committee

Laura Niles, Leonore Foster, Carl Richards, Karen Pagratis, Donna Perrin (Ex Officio)

The Marketing and Fundraising Committee focused at a strategic level on a number of major initiatives this year. Committee members were particularly interested in reviewing KL&S's annual slate of events and how they supported the strategic direction of the organization, while better understanding the staff, volunteer and financial resources required to stage each event. The committee carefully considered how the draw on resources balanced with the financial, promotional, and community building returns generated by each event.

The committee also invested considerable effort in discussing and broadly mapping KL&S's relationships with the community, along with those of staff members, board members and other volunteers. Looking ahead to next year, the committee will consider the ways in which these community connections can be leveraged to advance the organization, both from a fundraising perspective and also from a broader community outreach point of view.

Finally, the committee began working on a comprehensive fundraising policy and began preliminary discussions around a high-level fundraising strategy to guide all of KL&S's fundraising activities in the future. Over the next fiscal year, the committee will further develop these documents with input from staff and others internal and external to the organization to produce a comprehensive set of policies and strategic documents that will help KL&S fundraising activities move to the next level and advance the organizational mission.

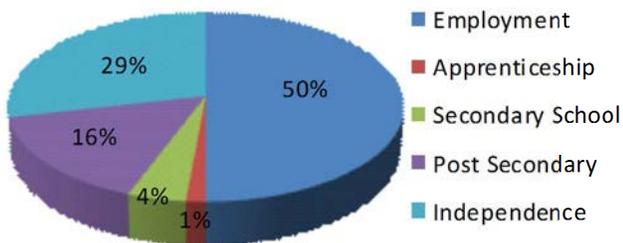
Statistical Summary

What you may not know about KL&S...

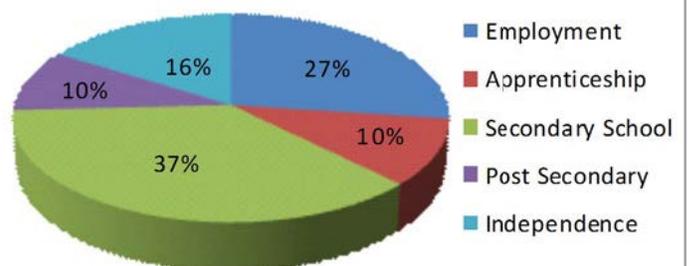
- Number of programs operated by KL&S	3
- Number of sites programs offered	6
- Number of Board members	11
- Number of employees	20
- Number of combined staff years of service	237
- Number of volunteer hours	7,028
- Estimated value of donated time	\$162,347

Value to the community.....Priceless

% Goal Path - Napanee



% Goal Path - Kingston



Financial Highlights

Kingston Literacy & Skills Financial Statements

	<u>March 31st, 2015</u>	<u>March 31st, 2016</u>
<u>Revenue:</u>		
Ministry of Training, Colleges and Universities	\$319,308	\$325,113
Ministry of Children & Youth Services	\$144,000	\$141,512
Citizenship and Immigration Canada	\$536,165	\$481,408
City of Kingston	\$ 26,040	\$ 25,000
United Way Serving KFL&A	\$ 50,383	\$ 41,929
Human Resources and Skills Development Canada	\$ 3,133	\$ 3,102
Prince Edward Lennox & Addington Social Services	\$ 240	\$ 840
Foundations	\$ 9,705	\$ 6,212
Fundraising and Donations	\$ 45,570	\$ 32,261
Professional Services	\$ 50	\$ 170
Interest Income	\$ 1,551	\$ 2,224
Resource Sales	\$ 8,314	\$ 4,180
Amortization of Deferred Contributions	<u>\$ 41,724</u>	<u>\$ 37,327</u>
Total Revenue	\$1,186,183	\$1,102,278
<u>Operating Expenses:</u>		
Amortization	\$ 42,015	\$ 37,616
Childcare Transportation and Travel	\$ 14,502	\$ 10,964
Communication	\$ 9,416	\$ 9,313
Equipment rentals, repairs and maintenance	\$ 840	\$ 1,126
Facilities	\$207,699	\$190,779
Insurance	\$ 6,611	\$ 6,350
Materials and Resources	\$ 15,604	\$ 12,665
Office and General	\$ 13,326	\$ 19,783
Professional Development	\$ 10,282	\$ 8,599
Professional Services	\$ 15,164	\$ 14,872
Wages and Benefits	<u>\$829,623</u>	<u>\$774,779</u>
Total Expenses	\$1,170.316	\$1,090.298
Excess Revenue	<u>\$ 15,867</u>	<u>\$ 11,980</u>

Donor Recognition

Advocates of KL&S

(Generous Donations of \$1500 or more)

Barry Roantree Memorial Golf Tournament

Faith United Church

Supporters of KL&S

(Generous Donations of \$500 or more)

Robert Crandall

Arlene Cronin

Queen's School of Rehabilitation Therapy

Friends of KL&S

(Generous Donations of \$250 or more)

Wilfred Laurier University (Little Counters)

Special Thanks

Kingston Whig Standard

YMCA

Partners

- ABC Life Literacy Canada
- Addiction and Mental Health Services KFL&A
- Association Canadienne-Francaise de l'Ontario Conseil Régional des Milles-Iles (ACFO-MI)
- Algonquin and Lakeshore Catholic District School Board
- Canadian Mental Health Association – Kingston Branch
- Career Edge
- Community Health Centre in Napanee
- Community Literacy Ontario
- Contact North
- Good Learning Anywhere
- Immigrant Services Kingston and Area (ISKA)
- Kingston Community Health Centres
- Kingston Employment Youth Services (KEYS)
- Kingston Frontenac Public Library
- Kingston Transit
- Kingston Whig Standard
- Lennox & Addington Public Library
- La Route du Savoir
- The Learning Hub
- Limestone Education Centre
- Limestone District School Board
- Literacy Link Eastern Ontario (LLEO)
- Loving Spoonful
- Morningstar Mission
- Northern Connections
- Ontario March of Dimes
- Ontario Works
- Open Book
- Prince Edward, Lennox & Addington Community Futures Development Corp.
- Prince Edward, Lennox & Addington Social Services (PELASS)
- Queen's University
- ReStart
- Second Chance
- St. Lawrence College
- St. Lawrence College Employment Services
- The Salvation Army Napanee
- The Salvation Army Rideau Heights Community Church
- Thousand Islands Workforce Development Board
- TD Canada Trust (Money Matters)

Our incredible volunteer tutors allow us to provide Kingston's only free adult tutoring program —an invaluable service.

Funders

- Community Foundation for Kingston & Area (Digital Technology Course in North Kingston)
- Ministry of Training, Colleges and Universities
- Human Resources Skills Development Canada (Canada Summer Jobs)
- The United Way Serving KFL&A
- Ontario Works
- Prince Edward Lennox & Addington Social Services
- Community Response to Neighbourhood Concerns (Digital Technology Course in North Kingston)
- The Rotary Club of Cataraqui-Kingston (Digital Technology Course in North Kingston)



A Brief History

1977	Kingston Literacy is created in response to research study called “Reach Non-Readers”
1984	Kingston Literacy incorporates, becoming an independent organization and a registered charity
1987	Family Literacy programming begins in response to research showing that children from language-rich homes have an easier time learning to read and write Reading And Parents Program (RAPP) launched as pilot project in Kingston’s north end
2007	Kingston Literacy begins offering Language Instruction for Newcomers to Canada (LINC) classes
2008	Kingston Literacy relocates to 859 Princess Street. Family Literacy staff also move to 859 Princess Street and La Salle Secondary School. LINC program moves to 16 Bath Road
2010	Kingston Literacy changes its name to Kingston Literacy & Skills (KL&S) with a new logo and tagline “Build Your Skills, Shape Your Future”
2014-15	KL&S operates three sites in Kingston and area - Kingston 2, Napanee 1, and additional delivery locations at the Salvation Army on Weller Avenue in Kingston’s North End <ul style="list-style-type: none">➔ Employs approx. 25 people, full time, part time, casual and contract➔ Serves approx. 360 literacy students/19,500+ contact hours; more than 100 newcomers to Canada; and 200 families with young children➔ Manages a budget in excess of \$1 million➔ Receives the support of 116 volunteers who donated 6,220 hours of their time
2015-16	KL&S moves its main office and the Literacy and Basic Skills (LBS) program to 16 Bath Road.

16 Bath Road



Salvation Army, Weller Avenue



Building on the successes of Kingston Literacy & Skills and as we embrace the 40th anniversary of the organization in 2017, we are committed to continually reviewing our program delivery to ensure that the literacy needs of the community are being properly supported.

Over the next 12-18 months, the organization will be acting on the following initiatives:

- ➔ Beginning in September 2016, all minutes of public meetings of the Board of Directors will be made available on the organization's website and upon request.
- ➔ In the fall of 2016, the organization will be undertaking the process of completing a Strategic Plan for 2017-2020 outlining the future objectives of the organization including Key Success Factors and measureable outcomes.
- ➔ In late 2016/early 2017, the organization will undertake a strategy to diversify funding sources and secure program specific multi-year corporate sponsorships.
- ➔ In late 2016, the organization will undertake an expansion of current literacy programming and supports to the Rideau Heights community with further support provided by partnering agencies including: Kingston Community Health Centre, Canadian Mental Health Association (Kingston Branch), Interval House, Ontario Works, Kingston Employment & Youth Services (KEYS) and other Kingston community services. Similarly, an extensive review will be completed of service gaps in the west end of the city to identify specific literacy programming supports to be more effectively delivered and made available.
- ➔ In May 2017, our premier fundraising event for the organization, the Grate Groan-Up Spelling Bee will undergo a refresh, rebranding, and expansion of this highly anticipated annual event.
- ➔ In 2016-2017, the organization will further expand its social media presence to capitalize on all forms of social media communication to raise awareness of literacy issues in the Kingston community.
- ➔ In 2017-2018, KL&S will proceed with its application for National Accreditation through the Canadian Centre for Accreditation, which will give national recognition to the organization as a premier community provider of literacy support and programming.

Napanee, 55 Dundas St. West



*“To accomplish great things, we must not only act, but also dream;
not only plan, but also believe.”
~ Anatole France*

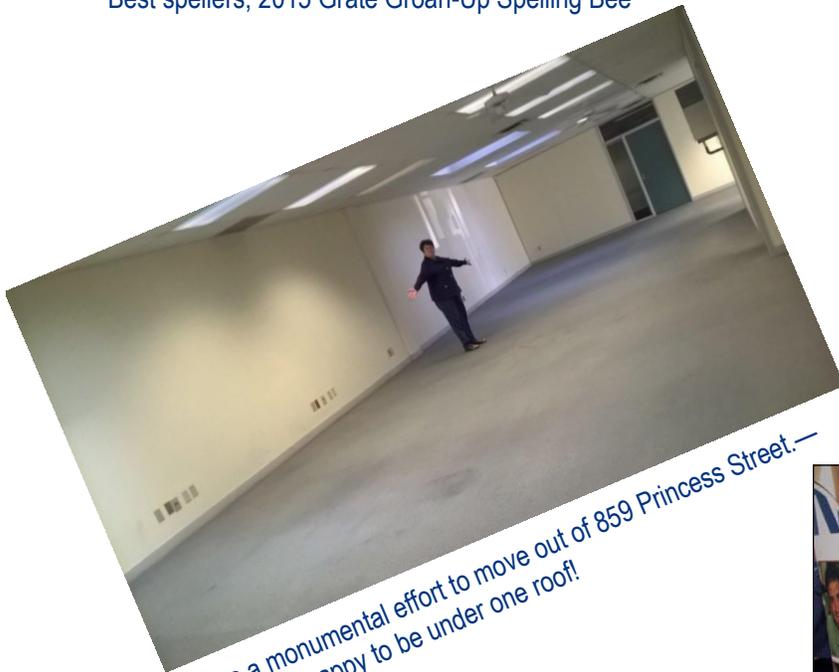
Year at a Glance



Faith United Church "Spells Angels" -
Best spellers, 2015 Grate Groan-Up Spelling Bee



KL&S appreciates the hours and hours
of time volunteers donate to our programs.



It was a monumental effort to move out of 859 Princess Street.—
but we are happy to be under one roof!



Martha, our LBS Program Manager at one of the many
community events she attends to promote KL&S.



Sleeping angels



KL&S staff spending quality time together



Ellen, one of our LINC teachers, helping students complete a task at our Open House in January 2016



Cheryl, our LBS English Instructor, and Darren, our LBS Math Instructor, present Bill with his certificate of completion



Cathy (left) and Laura, two of our wonderful volunteers

Kingston Literacy & Skills (main office)
16 Bath Road
Kingston, ON K7L 1C4
tel: 613.547.2012
fax: 613.547.2024

KL&S Napanee
55 Dundas Street East
Napanee, ON K7R 1H7
tel: 613.354.0226
fax: 613.354.1021

KL&S Language Instruction for Newcomers to Canada (LINC)
16 Bath Road
Kingston, ON K7L 1C4
tel: 613.547.2255
fax: 613.547.2024

KL&S Family and Early Literacy (FEL)
16 Bath Road
Kingston, ON K7L 1C4
tel: 613.547-2012
fax: 613.547.2024

www.klandskills.ca



Kingston Literacy & Skills

ANNUAL REPORT 2015 - 2016