BUILD YOUR SKILLS
SHAPE YOUR FUTURE
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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 operation 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.
This past fiscal year saw Kingston Literacy & Skills come into the 21st century. We made huge strides technologically, and each one was designed to increase our efficiencies. Like all not-for-profit organizations, there is little or no room for waste — either in time, resources or money. Luckily for us, we were able to make changes to benefit everyone.

We started by switching from making payments by cheque to electronic transfers with secure online banking. The advantage was not just in not having to process cheques, but obtaining board approval became electronic and the number of times a signature was necessary significantly reduced. This saved staff time and board members’ time. They were no longer required to stop by the office just to sign for a payment.

The next technological innovation that we embarked on was to set up a social media presence. We started with Facebook and then added Twitter. They are great tools and make one wonder sometimes what took us so long to decide to become active. All three of our program areas have the ability to post to our Facebook account, so it didn’t take very long to see the “Likes” grow. We have been able to make use of the analytics to learn when the best time is to reach people, and to identify what type of information receives attention.

Now that we have tested the waters, we can start to expand our horizons by opening up the tools so they are two-way conversations and maybe even consider additional social media opportunities. The staff were early adopters, which makes it much easier to remain current with the content we post online.

The Board of Directors created an ad hoc Space Planning Committee to assist with the search for new space. The goal was to identify space close to the current location that would allow us to reduce the total square footage thereby eliminating the duplication of some common space with the ultimate goal of reducing our costs. The committee looked at many options and at times thought we would not be successful in finding a solution. However, with much perseverance and patience, we found a solution.

The office at 859 Princess St. will move to the existing location at 16 Bath Rd. The result will be a combined setting that supports the Language Instruction for Newcomers to Canada (LINC) program and the Literacy and Basic Skills (LBS) program, along with the Family and Early Literacy program and administration, all under one roof. The target date for the move is the end of September 2015, which means we will have a lot of work to do, but the result will be worth it.

Financially, the organization is in good shape. We successfully managed the budgets received from our various funders and our own fundraising efforts to ensure ongoing stability and once again were named as a finalist in the Voluntary Sector Reporting Awards. That means we were the winner once and have been a finalist every year we entered.
As a small community organization, we are proud of our position and what it says about our financial reporting. We recognize there is more we can do and we are working to make this annual report and our financial reporting accountable and transparent for our partners, funders, donors and everyone who reads the material.

The KL&S Board of Directors are a dynamic group of volunteers who contribute their time because they believe in what we do and the importance of literacy. The word “literacy” was used in the past to indicate the ability to read and write. Today the definition is much broader. Literacy is connected with math, called “numeracy,” with financial knowledge called “financial literacy”; even knowledge of computers is now known as “digital literacy”.

The term literacy has expanded to include so many different and important aspects of our everyday lives. We hear of health literacy, financial literacy, legal literacy, workplace literacy, and many others. Our program curriculum is adapting to meet these needs. Financial literacy has been offered through a partnership with TD Bank; health literacy is ongoing with members of Queen’s University health care programs; physical literacy through a partnership with the YMCA. The local community offers a wealth of expertise that supports the services we provide and we thank them for their ongoing contributions.

On behalf of the Board of Directors, we thank the volunteers, staff and our partners for their support yesterday, today and tomorrow.

The word “literacy” was used in the past to indicate the ability to read and write. Today the definition is much broader.

www.klandskills.ca
Treasurer’s Report

I am pleased to report that Kingston Literacy & Skills (KL&S) has had a successful year from a financial perspective. Our audited financial statements confirm revenues in excess of expenses were positive at 1.3% of our budget ($15,867). Despite a 1.27% decline in project funding to $1.186 million, we were able to adapt quickly to avoid an operating deficit by cutting professional service expenses and increasing discretionary revenue. Though currently of minor amount, for the second year we doubled our interest income; and we also increased our resource sales by a factor of eight. It is our goal to continue to grow discretionary revenue sources to reduce our dependency on our core funders.

During 2014-2015, we increased our net assets from an opening balance of $273,585 to $289,452. We are pleased to report this increase in net assets. Absent these reserves, KL&S is more vulnerable to unforeseen circumstances in future years. Our environment and horizon is well characterized by uncertainty, so such reserves enable board and staff to have confidence we can weather small funding droughts and have the wherewithal to meet all of our financial obligations.

In 2014-2015, KL&S once again utilized a rigorous financial risk management mechanism as part of an overall risk management framework. Annually, we self-assess risk, develop a work plan and subsequently re-evaluate our risk profile. I’m happy to report that in 2014-2015 we continue to score very low on risk exposure. Encouraged by this success, our board of directors and staff will continue to carefully, and at regular intervals, evaluate the financial vulnerabilities of our organization.

Kingston Literacy & Skills employed 10 full-time staff in 2014-2015. Staff is comprised of our leadership team, our front-line workers and our administrative staff. In setting staff salaries, KL&S provides staff with initial salaries, which based on our review of the annual Charity Village Salary Survey, can be described as competitive with salaries in the non-profit sector.

Annually, the KL&S Board of Directors evaluates the Executive Director prior to awarding a merit-based pay increment if justifiable; while the Executive Director evaluates her leadership team and their subordinates before awarding a merit-based pay increment, if justifiable. During 2014-2015, the distribution of staff salaries was:

<table>
<thead>
<tr>
<th>Staff Remuneration</th>
<th>No. of EEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$80,000 and over</td>
<td>0</td>
</tr>
<tr>
<td>$70,000 - 79,000</td>
<td>0</td>
</tr>
<tr>
<td>$60,000 - 69,000</td>
<td>0</td>
</tr>
<tr>
<td>$50,000 - 59,000</td>
<td>2</td>
</tr>
<tr>
<td>$40,000 - 49,000</td>
<td>5</td>
</tr>
<tr>
<td>$30,000 - 39,000</td>
<td>3</td>
</tr>
</tbody>
</table>

Like all charities, KL&S must ensure compliance with the Canada Revenue Agency.
Kingston Literacy & Skills started the 2014-2015 fiscal year with $151,783 and increased its cash reserve to $186,743; however, because the assets have not been idle for 24 months, we are not liable for compliance with Canada Revenue Agency disbursement quota. To ensure compliance with the Canada Revenue Agency disbursement quota, we will use at least 3.5% of our idle funds in 2015-2016.

Our organization would not be possible without the dedication and expertise of our volunteers. This year, we recorded approximately 6,220 volunteer hours across our site offices. Ascertaining the value of this contribution is difficult, but in an attempt to capture the economic magnitude of volunteer contributions, we rely on a third party estimate of the value of an average volunteer hour (Independent Sector, 2015). For 2014-2015, the estimate is $23.07, providing an estimate of the monetary value of volunteer contributions of $135,699.

Even though we consider this a lower bound on the value of volunteer efforts expended, we do not include this estimate in our financial statements. When contrasted with the KL&S surplus in 2014-2015 ($15,867), it is clear that the organization would not survive, least of all grow as it has, were it required to pay for these volunteered services.

Consequently, we sincerely thank our volunteers for enabling our existence and the perpetuation of our mission and vision. We hope they appreciate as we do that our success is their success.

Finally, I would like to thank Kingston Literacy & Skills management and staff for their work in support of our cause. Staff and management excel in many ways and this organization and the Kingston community are indeed fortunate to work with such a strong, adaptable and dedicated group of individuals. I am grateful for their efforts and expertise.

Sincerely,

David Godsell, 
BA, BComm (Hon), MSc, MBA, 
CMA, PhD (Candidate) 
Treasurer

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Treasurer’s Report (cont’d)

- Citizenship and Immigration Canada
- Ministry of Training Colleges and Universities
- Ministry of Children and Youth Services
- Human Resources Services Development Canada <1%
- Municipal
- United Way
- Fundraising, Donations, Awards, Foundations, Misc
- Resource Sales & Interest Income
- Amortization of Deferred Contributions
Program Indicators

Literacy and Basic Skills

Provides small group instruction to adults interested in upgrading their skills in English, math, computers, including one to one tutoring with a trained volunteer.

Early Literacy Specialists

Supports early education providers with professional development opportunities. Provides resources online for families and educators.
Program Indicators (cont’d)

Family Literacy
Encourages early literacy skills working with children and their caregivers. Reading and Parents Program delivery to playgroups.

Language Instruction for Newcomers to Canada
English language instruction for newcomers to Canada.
Governance

Overview

The 2014-15 Board of Directors was chaired by President, Arlene Cronin. Arlene came with many years of experience with the organization, having left the board to comply with our By-laws, after completing a full six years. Her knowledge of the organization was extremely useful in getting the year off to a fast start.

Unfortunately, we said good-bye to Kim Kattouw after just a few months, as her job took her to North Bay. Louise Chatterton Luchuk is the newest member of the board, however her involvement with KL&S goes back many years when she was a volunteer with our Family and Early Literacy program. We are delighted to have Louise as a Director and look to gain much from her experience with non profits.

The balance of the board members all returned to their portfolios, including David Godsell, the Treasurer, who joined us at the end of the last term. We appreciate the expertise everyone brought to the table.

Organization Structure

KL&S employs 10 full-time staff. The ED is responsible for coordinating development of the Strategic Plan; organizing and planning the work of the organization; managing sponsorship relations; supporting the activities of the board; 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; preparing and presenting reports to the board, sponsors and members of the general public.
Governance (cont’d)

Committees 2015

**Executive/Planning**
Arlene Cronin (President), Robin Dawes (Past-President), Bonnie Livingstone (Secretary), David Godsell (Treasurer), Leonore Foster (Vice-President), Lester Webb, Andrew Naples, Donna Perrin (Ex Officio)

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 are aligned with the organization’s strategic plan. They recommended we follow up with a member from Queen’s School of Business to address the Board regarding raising our organizational profile. This will be actioned in the next fiscal year.

**Finance**
David Godsell (Treasurer), Arlene Cronin, Leonore Foster, Bonnie Livingstone, Robin Dawes, Donna Perrin (Ex Officio)
Refer to Report by the Treasurer (pg. 8)

**Space Planning (ad hoc)**
Lester Webb, Andrew Naples, Donna Perrin (Ex Officio)

The committee began by agreeing to two criteria for a potential new location. The first was to reduce the overall cost of the facilities, and the second was to ensure sufficient space for all programs to be under one roof. The Literacy & Basic Skills program and the Language Instruction for Newcomers to Canada (LINC) are currently housed in two separate locations, but are only a few minutes walk between each. This results in duplication of common space such as reception, which could be combined if under one roof. A search of available rental possibilities and much discussion of the potential of purchasing a building ended up with a final decision to look for rental space. The committee engaged the help of a former board member, John Conrad, who was instrumental in the search a few years ago when the LINC site was finalized. By the end of the fiscal, we had focused on one location, and were working closely with the landlord to come to a financial agreement for a long term lease.
Governance (cont’d)

Committees 2015 (cont’d)

Human Resource & Board Development
Louise Chatterton-Luchuk, (Chair), Arlene Cronin, Laura Niles, Brian Lai, Donna Perrin (ex-officio)

The committee began its 2014-15 term by reviewing the Terms of Reference for the committee, which resulted in renaming the committee and focusing its efforts on human resources (paid and volunteer). As well, Board Development was moved to the Executive and Planning Committee.

The 2014-15 HR Committee has concentrated on policy review and development this year. Using the HR Council for the Nonprofit Sector as our guide, we identified policies that need to be written or revised. These include:

- Alternative Work Arrangements
- Code of Conduct
- Compensation
- Conflict of Interest
- Employee Records
- Bill 168
- Hiring
- Occupational Health & Safety
- AODA
- PIPEDA
- Reference Requests

As part of this work, we also refined the policy template for the use by all other KL&S committees in their specific policy development. The HR Committee has also provided guidance with regard to human resource matters within the organization over the course of the year.

Marketing and Fundraising Committee
Andrew Naples (Chair), Laura Niles, Leonore Foster (Vice-President), Donna Perrin (Ex-Officio)

The Marketing and Fundraising Committee focussed 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 considering 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 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 but 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 for the coming years. 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.
Organizational Highlights

Did You Know?

- Number of programs operated by KL&S: 3
- Number of sites programs offered: 6
- Number of Board members: 10
- Number of employees: 15
- Number of combined staff years of service: 218
- Number of volunteer hours: 6,220
- Estimated value of donated time: $143,495

Value to the community........... Priceless

Financial Indicators

Financial Indicators Compared to Last Year

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Assets</td>
<td>5.80%</td>
</tr>
<tr>
<td>Revenues in Excess of Expenses</td>
<td>1.30%</td>
</tr>
<tr>
<td>Project Funding</td>
<td>-1.27%</td>
</tr>
</tbody>
</table>
Organizational Highlights (cont’d)

Risk Management

The Risk Management assessment for KL&S has been steady for a number of years, with this year being no exception. Consistent with prior years, our weighted overall risk rating remains low rating at 22%.

An overall risk rating is determined by an assessment of the risks including but not limited to: the score, environmental factors, program level risks, experience with the agency (appropriateness of the risk mitigation strategies, and/or estimates of likelihood and impact of the risks materializing).

The areas identified as our highest risk have been resolved with the exception of the succession plan for the Executive Director. This will be a focus for the new board when they convene after the summer break. We have contacts in the legal community who have been helpful through the space planning phase and as we enter into a binding lease document for the new space. Having access to legal professionals has eased this risk.

Volunteers

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. Over 70 volunteers generously donate thousands of hours annually.

Staff recruit, screen, provide orientation and training, and support the volunteers in their respective programs. We are proud to provide a range of volunteer opportunities and have a long history of successful volunteer placement.

We hold our volunteers in high regard, and they are formally recognized and thanked during National Volunteer Week. Our volunteers are also recognized informally throughout the year.

Testimonials

“Kingston Literacy and Skills is a good place to be. I wish I could come every day. I meet my tutors on Monday and Thursday mornings at 10 o’clock. I learn about Canada and I’m learning new words each week. First I met Sheila by the library. Two months later I had a tutor. Since that time Stacy has provided tutors to help me learn. I’m happy to be here and thank you, Stacy.”

~ Cosmos B.

“I enjoyed my time here. You remind me of family. This is the nicest place to come and learn. It is quiet and peaceful. People here are not judgemental.”

~ Lynn T
The Zalman Yanovsky Award

This award is presented to Robin Dawes and Bill Jennings for outstanding service to literacy.

Robin has been both a tutor and a board member at KL&S since 2009. He teaches in a way that makes sense to his students and is always coming up with new ideas and computer programs to help his students.

Robin is very positive and helps make students feel successful. He has worked very hard to bring about change and improvement, both to students and to KL&S.

Bill has been a volunteer tutor at KL&S for more than 10 years. He has taught students reading, writing, math, test taking skills and a variety of other life skills. As a retired teacher, he brings tremendous skills to the table.

As a person, he brings compassion, humour and empathy.

Bill also continues his tutoring activities outside the classroom. He gets to know his students on a personal level, helping to find the community resources they need. As his students gain confidence and their lives improve, many are able to pursue the goals they had given up on.

The VSRA Awards
(Voluntary Sector Reporting Awards)

The awards, now in their seventh year, recognize Canada's best non-profit annual reports. New expanded rules allowed national and international charities across Canada to enter the VSRAs, as long as those organizations have a significant presence in Ontario. More than 140 charities were nominated. The winners each received a prize of $5,000.

Award winners were announced on February 6, 2015 at an Award's luncheon held at One King West in Toronto.

FINALISTS:
Total revenues from over $1 million to $10 million

- Kingston Literacy & Skills
- Sarnia Lambton
- Rebound: A Program for Youth
- United Way Kingston, Frontenac, Lennox & Addington (Winner)
Fundraising

Our signature event, the “KL&S Grate Groan-Up Spelling Bee” has been held for 20 consecutive years. Chris Whyman, The Town Crier, opened the 20th Annual Grate Groan-Up Spelling Bee, as he did the very first Bee!

This year, the BEE raised over $16,000. The combination of all our fundraising events kept our percentage for expenses at an impressive 14%, mainly due to the generous in-kind donations we received from the community. We thank all our partners for helping us surpass our total fundraising goal which was set at $30,000.

Fundraising is important to KL&S as it allows us to support the programs not funded by others, 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.

2014-15 Fundraising Events
<table>
<thead>
<tr>
<th>Name</th>
<th>Year Elected</th>
<th>Position/Job</th>
<th>Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arlene Cronin</td>
<td>June 2013</td>
<td>President</td>
<td>Executive/Planning, Finance, Human Resources</td>
</tr>
<tr>
<td>Leonore Foster</td>
<td>September 2011</td>
<td>Vice President</td>
<td>Executive/Planning, Finance, Marketing &amp; Fundraising</td>
</tr>
<tr>
<td>Bonnie Livingstone</td>
<td>June 2012</td>
<td>Secretary</td>
<td>Executive/Planning, Finance</td>
</tr>
<tr>
<td>David Godsell</td>
<td>January 2014</td>
<td>Treasurer</td>
<td>Executive/Planning, Finance</td>
</tr>
<tr>
<td>Robin Dawes</td>
<td>June 2010</td>
<td>Past President</td>
<td>Executive/Planning, Finance</td>
</tr>
<tr>
<td>Brian Lai</td>
<td>June 2010</td>
<td>Director</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Lester Webb</td>
<td>January 2012</td>
<td>Director</td>
<td>Executive/Planning, Finance, Space Planning</td>
</tr>
<tr>
<td>Andrew Naples</td>
<td>June 2013</td>
<td>Director</td>
<td>Space Planning, Marketing &amp; Fundraising</td>
</tr>
<tr>
<td>Laura Niles</td>
<td>June 2013</td>
<td>Director</td>
<td>Marketing &amp; Fundraising, Human Resources</td>
</tr>
<tr>
<td>Louise Chatterton Luchuk</td>
<td>June 2014</td>
<td>Director</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Donna Perrin</td>
<td>November 2011</td>
<td>Executive Director</td>
<td>Executive/Planning, Finance, Human Resources, Marketing &amp; Fundraising, Space Planning</td>
</tr>
</tbody>
</table>

Arlene is the Program Director for ACE Distance delivery, an online academic upgrading program that prepares adults to qualify for postsecondary and apprenticeship programs. She has a life-long commitment to literacy and has been an educator for many years.

Leonore was an elected municipal councilor for over 20 years in the former Pittsburgh Township and representing Pittsburgh District in the new City of Kingston. With the support of many determined women, she was instrumental in building the new library in Pittsburgh Township and has a lifelong interest in learning, literature and literacy.

Bonnie has been involved with KL&S for a number of years. She enjoys being involved with this organization because of its enthusiasm, commitment and dedication to adult and family literacy.

David is a fourth-year PhD candidate (ABD) in Financial Accounting at Queen’s School of Business (QSB) in Kingston, Ontario where his research interests focus on the use of accounting information in international regulatory settings.

Robin has been a professor in the Queen's School of Computing since 1983. For many years he engaged in outreach teaching in local schools in the subjects of mathematics and computing. He is a past President of the Board of Directors and has been a literacy tutor for 20+ years.

Brian completed a Doctorate of Law degree from the University of Ottawa in April 2014. Currently, he is the Treasurer of Kingston Community Legal Clinic and the Secretary of Kingston Chinese Alliance Church.

Lester is the Director of Outreach and Technology at the Kingston Frontenac Public Library. He has served on many community boards such as Kingston Baseball Association, Theatre Kingston, and various School Councils. In 2014, Lester was recognized by the Ontario Librarian Association as Librarian of the Year.

Andrew is an experienced post-secondary education administrator with expertise in government relations and communications. He is a strong believer in the power of literacy and education to empower individuals and help them maximize their potential and contributions to society.

Laura is currently a manager in the Ministry of Health and Long-Term care, with over 25 years in the Ontario Public Service in five different ministries providing various project and program management roles. She has a keen interest in learning and project management and has had the opportunity to be involved in several learning based community organizations.

Louise brings a wealth of experience in both local and national nonprofit organizations. She provided consulting services for provincial and national nonprofits in the areas of capacity building, professional development and organizational effectiveness. She is currently the Associate Director of the Centre for Contemporary Teaching & Learning at St. Lawrence College. Louise believes education is a foundational requirement for building communities.

Donna has a varied background, initially focused on healthcare, both as a service provider and administrator in both public and corporate settings. Her transfer to the not for profit sector ten years ago allows her to use those skills to manage the operations and oversee the development and delivery of our programs and services.
A Learner's Story

My name is Shar Taw and I am a LINC student. LINC stands for Language Instruction for Newcomers to Canada which is one of the programs delivered by Kingston Literacy & Skills.

I was born in Burma but grew up in Thailand. I left Burma in 1997 to escape the war and moved to a Thailand refugee camp. When I was a kid, I always dreamed about going to school, but I didn't have a chance. When I was 9, I had to work like an adult. My dad worked as a woodcutter, and I worked with him to support our family. I did many different kinds of hard work. While I was living in the refugee camp, I didn't get any education, but I performed music. Performing music is big in the camp. I remember when I was 10 years old, my mom bought me a guitar. I took a music class, but it was every challenging for me at first, because my fingers were hurting. During my third week, while I was tuning my guitar, I broke two strings. At that time I didn't have any money to buy any new guitar strings. So I decided to learn how to play bass, and I became a bass guitar player. Five years later, I got a chance to join a band. Performing music was one of the most enjoyable things I'd done while I was living in the refugee camp. I lived in the refugee camp for 12 years, but my life didn't seem to improve.

Fortunately in 2009, the Canadian government sponsored my family to come to Canada. We came to Canada on August 2, 2009. When I arrived in Kingston the biggest challenge was the language. I didn't know how to speak English at all, but knew how to say “yes” and “no” because these two words are used a lot in my country. I didn't want to go anywhere, because I didn't know how to get there or how to come back. I didn't have the language to ask for directions. By the way, the one place I liked to go to get coffee or hot chocolate was Tim Horton's. It was close to my apartment. I used to ask my brother or sister to go with me and order coffee for me. They knew how to speak some English because they had lived in Kingston for 3 years before I came.

I remember one day I went to Tim Horton’s alone to get some coffee. There were a lot people in line waiting for their turn to order. When it was my turn to order, a pretty young cashier started talking to me and I looked at her and said “coffee”. She kept talking to me, but I didn’t understand what she said. I looked at her and kept saying “yes” and “no”. I knew she had no idea what I wanted in my coffee. By the way, I wanted to have triple sugar and one milk in my coffee. And then I got my coffee, and had a first sip, “Oh, no” this was not what I wanted. Do you know what I got? I got black coffee. I couldn’t drink it, so I took it home and added some sugar and milk. This happened during my first month in Kingston.

A few months later, I got the chance to take English classes at LINC. When I started my first class, it was very difficult for me and I had no idea what my teacher wanted me to do in class. I didn’t give up, I kept studying, because I liked to learn and wanted to improve. Most of my family members have improved their English and computer skills at LINC.

Learning a new language is hard, but I do my best every day. I come to school, do my homework and participate in workshops. I am keen on meeting new people and speaking English with friends outside of the school. I also volunteer at TV Cogeco to get work experiences, and I used to volunteer at ISKA as a soccer coach.

Now I feel very lucky to be a LINC part-time cleaner, and I do the audio at the First Baptist Church. I can earn some money to support my family and save some for a rainy day. My life has improved over the past five years. I am so grateful for all the help my family and I have received. My life in Canada is wonderful.

~ Written by Shar Taw Moo
### A Brief History

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1977</td>
<td>Kingston Literacy created in response to research study called “Reach Non-Readers”</td>
</tr>
<tr>
<td>1984</td>
<td>Kingston Literacy incorporates, becoming an independent organization and a registered charity</td>
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<tr>
<td>1987</td>
<td>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</td>
</tr>
<tr>
<td>2007</td>
<td>Kingston Literacy begins offering Language Instruction for Newcomers to Canada (LINC) classes</td>
</tr>
<tr>
<td>2008</td>
<td>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</td>
</tr>
<tr>
<td>2010</td>
<td>Kingston Literacy changed its name to Kingston Literacy &amp; Skills (KL&amp;S) with a new logo and tagline “Build Your Skills, Shape Your Future”</td>
</tr>
<tr>
<td>2014-15</td>
<td>KL&amp;S operates three sites in Kingston and area - Kingston 2, Napanee 1, and additional delivery locations at the Salvation Army on Weller Avenue</td>
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<tr>
<td></td>
<td>- Employs approx. 25 people, full time, part time, casual and contract</td>
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<td>- Serves approx. 360 literacy students/19,500+ contact hours; more than 100 newcomers to Canada; and 200 families with young children</td>
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<td>- Manages a budget in excess of $1 million</td>
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<td></td>
<td>- Receives the support of 116 volunteers who donated 6,220 hours of their time</td>
</tr>
</tbody>
</table>
Donor Thanks

Advocates of KL&S
(Generous Donations of $1500 or more)

- Chez Piggy
- City of Kingston & United Way Community Investment Fund
- Community Foundation for Kingston & Area
- Queen’s University Community Outreach Centre
- Barry Roantree Memorial Golf Tournament
- Robert Crandall
- Rotary Club of Cataract – Kingston

Supporters of KL&S
(Generous Donations of $500 or more)

- Community Response to Neighbourhood Concerns
- Arlene Cronin
- CUPE Local 109
- Heatwave
- Bill Jennings
- Bonnie Livingstone
- Retired Teachers of Ontario District 20

Friends of KL&S
(Generous Donations of $250 or more)

- Ruth Bailey
- David Godsell
- Gord McDiamid

Supporter Sponsors ($100)

- Upper Canada Office Systems
- Upper Canada Commercial Insurance Group

Great Groan-Up Spelling Bee Sponsors (May 2014)

Platinum Plus Naming Sponsor ($2500)

![Platinum Plus Naming Sponsor Logo]

Supporter Sponsor ($200)

![Supporter Sponsor Logos]

One Team Sponsors ($350)

![One Team Sponsor Logos]

Special Thank You to RMC for the Molton Clock Timer

Special Thanks

- Kingston Whig Standard
- Star Diner
- YMCA
Donor Thanks (cont’d)

Partners
- Association Canadienne-Française de l’Ontario Conseil – Regional des Milles-Îles (ACFOMI)
- Algonquin and Lakeshore Catholic District School Board
- Canadian Mental Health Association – Kingston Branch
- Career Edge
- Community Employment Resource Centre North
- Community Health Centre in Napanee
- Frontenac Community Mental Health and Addiction Services
- Immigrant Services Kingston and Area (ISKA)
- Kingston Community Health Centres (KCHC)
- Kingston Employment Youth Services (KEYS)
- Kingston Frontenac Public Library
- Kingston Immigration Partnership (KIP)
- Lennox & Addington Public Library
- La Route du Savoir
- Limestone Community Education Centre
- Limestone District School Board
- Literacy Link Eastern Ontario (LLEO)
- Morning Star 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
- Queen’s University
- Re-Start
- St. Lawrence College
- St. Lawrence College Employment Services
- The Salvation Army Napanee
- The Salvation Army Rideau Heights Community Church
- Thousand Island Workforce Development Board
- TD Canada Trust (Money Matters)

Funders
- Citizenship and Immigration Canada
- City of Kingston
- Community Spirit Gaming Association
- Human Resources Skills Development Canada, Summer Jobs Program
- Ministry of Children and Youth Services
- Ministry of Training, Colleges and Universities
- The United Way Serving Kingston, Frontenac, Lennox & Addington
<table>
<thead>
<tr>
<th>Abbreviation</th>
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<tr>
<td>ACE</td>
<td>Academic and Career Entrance</td>
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<td>CIC</td>
<td>Citizenship and Immigration Canada</td>
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<td>CRNC</td>
<td>Community Response to Neighbourhood Concerns</td>
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<td>ED</td>
<td>Executive Director</td>
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<td>Early Literacy Specialists</td>
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<td>English as a Second Language</td>
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<td>FELS</td>
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<td>GEARS</td>
<td>Gaining Employment and Related Skills</td>
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<td>HR</td>
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<td>National Adult Literacy Database</td>
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<td>OEYC</td>
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<td>Ontario Works</td>
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<td>Reading and Parents Program</td>
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<td>St. Lawrence College</td>
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</table>
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