



Biannual Report 2022



Funded by / Financé par:
Immigration, Refugees and Citizenship Canada Immigration, Réfugiés et Citoyenneté Canada

Canada



Overview

Kingston Literacy & Skills (KL&S) is a non-profit community agency. Through professional staff and dedicated volunteers, we deliver English-language instruction, literacy and skills upgrading, and programming designed to prepare learners for work, further education, and successful independence in our community. Our services are free-of-charge to eligible learners, and we provide support for transportation, childcare, and learning materials to remove barriers to participation. KL&S operates in- person at dedicated agency sites in Kingston and Napanee, Ontario, and provides off-site services at Tipi Moza Indigenous Interim Housing, City of Kingston—Ontario Works, and Quinte Detention Centre.

KL&S is funded through a mix of core and project grant funding as well as by donation. We are funded by the Government of Ontario, the Government of Canada, the City of Kingston, Community Foundation of Kingston and Area, the Davies Foundation, and numerous impact grants and private donations. We maintain strong community partnerships to develop and deliver programs that are relevant and have significant local impact. Today, KL&S delivers thousands of hours annually of personalized instruction through the efforts of 28 full time, part time, and casual staff, and with support of volunteers. We are governed by a volunteer Board of Directors. Serving Kingston and the surrounding communities since 1977, KL&S is a recognized leader and innovator in the literacy sector.

Mission:

To empower lives through literacy and language

Vision:

Communities where everyone has the skills to achieve their full potential

A Message from the Executive Director:

For KL&S, 2020 delivered a hat trick of challenges. Counting from the start of the fiscal year, we saw COVID-19 change nearly every aspect of our budget and operations. By autumn, Board leadership and the Executive Director resigned, placing the agency under interim direction and in the position of seeking new leadership during a historically unpredictable year. Late in 2020, a graduated return to “normal” ended abruptly when fire in an adjacent business destroyed the main floor of our Kingston operations, causing over \$650k in damage and loss. When I began as Executive Director in January 2021, I stepped into a real-world example of the rule of threes but it was unclear whether KL&S was ending a cycle of “bad things happen in ...” or if we were at the point of “three strikes, you’re out”.

At our 2021 AGM, I did not present a formal annual report as things were still too precarious to truly know what to say. This year, I’m pleased to share a bi-annual report that captures our story of recovery and looks confidently toward the future. The pace of work for all KL&S stakeholders has been relentless since our last annual report in September 2020; as a result of everyone’s efforts, we are entering our 45th anniversary year with so much to acknowledge and celebrate. The past 24 months has been a period to seek stability, provide support through change, demonstrate agility, and apply creative problem solving. Our focus has been not only on recovery from COVID-19, leadership changes, and the fire but also improvements to our overall operations to be a better employer and community partner, provide more impactful experiences and outcomes for our learners, and reclaim our role as an innovative leader in adult education. The physical renovation of KL&S took 11 months; the cultural and operational renovations continue at the time of this report. The difference is already substantial and, I believe, demonstrates commitment to the KL&S mission.

Kingston Literacy & Skills is as strong as ever, and we are well positioned to innovate and have positive impact in our community. Looking ahead to the coming year, I anticipate new projects and funding, improved staff engagement, better learner satisfaction and outcomes, and an elevated community profile for our agency. I welcome the input and support of our funders, Board, volunteers, staff, community partners, and learners as we move from a period of stabilization to one of strategic development that will visualize and plan for the KL&S of the future.

Christianne Wojcik, M.A., O.C.T.
Executive Director

Operational Highlights January 2021-September 2022:

January 2021:

- New ED joined KL&S
- 4-week lockdown began January 15
- Insurance recovery inventory completed—over \$300k in KLS capital and non-capital asset loss with additional \$350k in site damage
- New strategic engagement with FreshSight, Smith School of Business

February 2021:

- KL&S restored our partnership with City of Kingston—Ontario Works; \$25,000 in annual funding
- Smart phones provided for all staff through support of United Way
- Community Foundation of Kingston and Area (CFKA)--\$9300 grant funding allocated to create new CNC outdoor classroom
- Demolition of fire-destroyed workspace

March 2021:

- Additional \$89k in funding awarded by IRCC for 2021-22
- Kingston opened 2 temporary locations to resume in-person services through renovations
- New annual professional growth program launched with KL&S staff
- KL&S reconnected with Literacy Link of Eastern Ontario (LLEO) and Immigrant Services for Kingston and Area (ISKA)

April 2021:

- Lockdown again; Renovations officially began
- Bob Johnson family designated award funding as discretionary to support KL&S recovery
- ED submitted “First 100 days” report to KL&S Board to identify strategic priorities

May 2021:

- LBS Napanee launched “Farm to Fork” program
- KL&S reconnected with KCHC and Kingston Immigration Partnership
- KL&S launched Equity, Diversity and Inclusion (EDI) planning

June 2021:

- In-person services resumed in Kingston (temporary locations) and Napanee
- Annual audit completed with KPMG
- Purchasing began for recovery of lost assets

July 2021:

- KL&S opened a third temporary location in Kingston
- Student engagement and attendance began to rebuild
- New mural installed in Kingston—“We are Open”; partnership with local artist Kyla Todd
- \$10k donation received from Springer/ Kingston Terminal Properties

August 2021:

- Return to Work staff training held for 5 days: team building, health and safety training, planning, and summer lunch party
- Return to in-person services at Quinte Detention Centre in Napanee

September 2021:

- LBS and LINC resumed full services, offering in-person, online, and hybrid class options
- Over \$65k of purchasing in August and September to replace lost capital assets
- 2021 AGM held via Zoom
- KL&S took possession of renovated Kingston site on September 30

October 2021:

- Davies Foundation Grant awarded for \$5220
- Capital assets installed—all furniture, technology, wiring, equipment, appliances, health and safety, and more
- Care for Newcomer Children (CNC) program restaffed
- Major capital and accessibility improvements completed at the Napanee site
- New www.klsread.ca website launched
- KL&S procured and renovated 1800 sf of additional “flex” space on the second floor of our Kingston site

November 2021:

- KL&S moved back into 16 Bath Road, closed all temporary sites
- New external signage installed in Kingston and Napanee
- Soft Skills Solutions programming launched in Napanee
- LINC staff attended annual TESL Ontario conference via Zoom
- KL&S reconnected with Community Literacy of Ontario and ED joined the Board of Directors

December 2021:

- Official grand reopening held on December 8— 1st anniversary of the fire; attended by staff, volunteers, community partners, Mayor Patterson, and representatives from the MP and MPP.
- ED and LLEO partnered on professional services project for Ministry of Labour, Training and Skills Development
- \$4930 in donations received through Canada Helps
- New partnership launched with Tipi Moza Indigenous Interim Housing to deliver LBS services onsite at 113 Lower Union

January 2022:

- EDI Committee Officially launched; EDI staff training initiatives began
- Land Acknowledgement and EDI Statement adopted by KL&S

February 2022:

- Succession plans developed to strengthen KL&S operations
- Returned to in-person classes after 6-week lockdown
- New agreements reached with Algonquin College and IKSA for use of KL&S space for community programming

March 2022:

- Student placements resumed at KL&S in partnership with Queen's University
- Additional \$202k in funding awarded by IRCC for 2022-23
- CFKA awarded 3 grants to KL&S: \$1000 Regina Rosen First Food Grant; \$15,000 Emergency Operational Funding; and \$17,988 Tipi Moza/LBS Partnership.
- CNC reopened after 15-month closure
- LBS launched a new custom assessment and project-based learning
- Insurance claim for all fire expenses is officially closed
- 45th Anniversary Committee is launched

April 2022:

- Volunteer tutoring returned to Kingston site
- New programming launched in Napanee— Getting Ahead in a Just Getting by World
- LINC welcomed Ukrainian refugee learners
- KL&S joined the Workplace Inclusion Charter project
- LBS began offering services at Tipi Moza in Kingston
- New 4-day schedule launched for LINC program; start the year with classes 100% full

May 2022:

- Annual Financial audit completed with KPMG
- New “lunch and learn” presentations launched with Ontario Works
- LINC ended online learning option; all students returned to 100% in-person learning

June 2022:

- Donna Vinkle retired after 20 years at KL&S
- Staff Retreat held with Queen’s University Centre for Teaching and Learning and a tour on the 1000 Islands Trolley
- KL&S celebrated World Refugee Day with Mr. Nice Cream truck

July 2022:

- New office space created on second floor for volunteers and support staff
- \$1200 funding awarded by Retired Teachers Organization for additional accessible desks
- KL&S partnered with Kingston School of Art to host on-site 7-week summer art camp onsite for school-aged children of LINC learners
- New 8-week LBS/LINC cross-programming pilot in digital literacy for LINC learners

August 2022:

- New radio and TV marketing campaign launched with Corus Media
- Programming expanded at Quinte Detention Centre—offering onsite instruction 4x weekly
- KL&S reconnected with SLC Employment Services and Dawn House; new partnership with Interval House Napanee
- KL&S recorded our first podcast episode with The Monthly Social
- Art Camp “Exhibition” closed our summer programming



Three Areas of Recovery:

Fire

Our fire recovery strategy focused on three things: 1). Reopen in-person services—safely—as quickly as possible to minimize disruption and support learner success; 2). Develop and follow a comprehensive recovery plan; and 3). Pursue opportunities to make KL&S better than we were pre-fire.

Clients learn best when they are working directly with our experienced staff and volunteers, and many lack access to reliable technology. Continuing as an online-only provider as the pandemic eased may have meant a significant reduction in KL&S learner engagement. We needed to create options to return to in-person learning. In March 2021, we opened two temporary locations for services, both within our current building complex. Learners were invited back to a location in Kingston that was familiar, removing any new transportation complications. We moved to a third location in July 2021. All temporary locations were fully equipped to support effective teaching and learning and enhance health and safety while the pandemic continued. Though we kept an online learning option in place, more than 60 Kingston students chose to study in-person at our temporary sites. For 11 months, learners never experienced a full disruption in services due to the fire and were provided options to engage in the way that they learn best.

There was no chance of a successful recovery without a comprehensive plan. The ED, supported by KL&S Administration, created the workplan that included inventory of all resources and equipment that would be replaced (or would not be replaced), budget allocation of settlement funds and additional insurance coverages, purchasing timelines, on- and off-site storage resources, required technology infrastructure and installation, human resource and contracted services needs, staff training and support needs, and communication strategies. It worked. KL&S moved back into our renovated site on a 4-week timeline from possession, had all inventory in place and installed by opening day, provided days of time and training to safely reintegrate staff to the workplace, came in under budget, and successfully negotiated with our landlord and insurer to avoid any financial loss to KL&S despite 11 months of displacement.

Any true recovery project is not successful unless it takes advantage of opportunities to build back better. As a result of careful planning and tracking, here are “upgrades” that are a direct or indirect result of our fire recovery success:

- Health and safety upgrades: hands free upgrades where possible, accessible and easily sanitized learner furniture, ergonomic furniture for staff, sit-stand desks throughout the site, comprehensive air purification system

- Facilities upgrades: new external signage, more efficient LED lighting throughout, gender neutral and fully accessible washrooms, modernized interior design, classroom storage upgrades, improved CNC outdoor space, kitchen and appliance upgrades, on-site permanent records storage, 1800sf of additional flex space for programs and tutoring
- Technology upgrades: upgraded alarm systems, upgraded network wiring and wifi, ceiling-mounted projectors, new network switch and servers, improved cloud storage and offsite backup procedures, new “classroom on wheels” instructional resources for both programs, new tablets and laptops, upgraded multi-function printer/copier

In 2022, we have a site that looks and operates better than it did before the fire. Outdated materials and equipment were not replaced; purchases were made based on how to efficiently and effectively deliver on our mission in a post-COVID, tech-driven world. We are fully operational with our financial reserves intact, and in a stronger financial position than pre-fire. The best result, however, is that our learners and staff love their new spaces and feel seen, safe, and supported knowing that our recovery choices—from colors to chairs to textbooks—were made with them in mind.



COVID-19

COVID-19 continues to have daily operational impact. Aligned with public health directives, KL&S has implemented all of the following at some point between March 2020 and September 2022:

- COVID-19 Vaccination Policy was adopted by the Board of Directors, requiring proof of full vaccination (2 doses) for all staff, volunteers, and visitors
- Full lockdown/work from home, modified return-to-work procedures
- Masking policies in effect for in-person services
- Addition of plexiglass barriers, signage (including floor/social distancing signage), and hand sanitizing stations
- Policies and procedures for PPE usage, isolation requirements, increased sanitizing, and quarantine of resources between multi-person usage
- Social distancing in classrooms, capacity restrictions, kitchen and food/drink restrictions, elimination of in-person social events, closing childcare options (CNC), and restricting in-person tutoring and guest visits
- Use of Zoom and Microsoft Teams for staff meetings, instruction, and Board of Director meetings, increased use of cloud storage and paperless workflow
- Implementing 100% online instruction, hybrid/hyflex instruction, and curbside learning supports (drop off/pick up)
- Increased sick leave allocations for staff, allowance for 3 paid days of COVID absence outside of sick leave allocation, and modified work-from-home for meeting quarantine requirements
- Ongoing staff training, health and safety reviews, and updating of policies
- Purchase of COVID-safe furnishings and equipment, home office technology and home office ergonomic equipment,
- New VPN and network policies and usage, purchased laptops and cell phones to facilitate remote work

At present, both Kingston and Napanee have resumed full in-person services. As a result of the fire, the Kingston site has significant health and safety upgrades that improve air quality, sanitizing, distancing, and communication of public health directives; these upgrades were all extended to the Napanee site through spending allocations in 2021. We have learned so much from the past 2.5 years, and are maintaining what we've learned about online instruction, health and safety, work-life balance, clear policies and procedures, and using technology to work smarter. As the pandemic continues, we will

continue to adapt and utilize the knowledge and resources we have gained to minimize disruption of services and protect our learners, staff, and volunteers.

Reputation, Resources and Relationships

As a result of COVID, fire, and leadership decisions and changes in 2020, KL&S human resources have experienced significant disruption. Staff and volunteers have been asked to adapt to seemingly endless change and adjust schedules or modes of work through five waves of the pandemic. Leadership departures in 2020 left a wake of uncertainty and eroded trust. As a result of these factors, 23 staff and Board directors have resigned, retired, or been laid off since September 2020. Reasons for voluntary resignation have included burnout, change in work-life priorities, childcare and health changes, moving, career changes, return to education, and general “FOMO”—the fear of missing out on opportunities lost during the pandemic. In the past two years, we have also hired and onboarded 27 full-time, part-time or casual staff and Board directors. This workload on a small leadership staff has been intense but has resulted in new processes and identified areas for improvement in succession planning, translation of knowledge, archiving, and HR policies/procedures.



In efforts to create a staff team that is the right fit for our agency, we have:

- Added a Programming and Volunteers Coordinator (joined KL&S in July 2022)
- Permanently eliminated the Manager of Finance role; replaced with contracted services bookkeeping and new internal financial procedures
- Rebalanced LINC instructional assignments and CNC staffing
- Changed to a 4-day instructional week, reserving Fridays for planning, staff development, and tutoring
- Updated LBS programming and course schedules
- Added a CLI-dedicated instructor (LBS Napanee) and an additional LBS instructor in Kingston
- Brought back the role of Office Manager, previously eliminated prior to 2020

KL&S has also suffered challenges to our community reputation and our workplace culture. A focus area for 2021 was rebuilding community connections. At present, we have reestablished or strengthened partnerships with Queen's University, City of Kingston—Ontario Works, Community Foundation of Kingston and Area, ACFOMI, Limestone District School Board, Loyola, Immigrant Services of Kingston and Area, KCHC, Kingston Frontenac Public Library, St. Lawrence College Employment Services, Dawn House, Career Edge, KEYS, Literacy Link of Eastern Ontario, and Community Literacy of Ontario. We have built new relationships with Retired Teachers Organization, Interval House of Napanee, Loyalist College, Tipi Moza, Kingston School of Art, Davies Foundation, and Employment + Education Centre of Brockville. In the coming year, the strategic focus of the ED will shift to continuing improvements in workplace culture. Some initiatives have already launched, including an EDI framework, new professional development opportunities, staff recognition events and birthdays, inter-program competitions, and more. Rebuilding relationships—both internal and throughout the community—is complex and will require ongoing creativity and evaluation in the year ahead.

Program Information

LBS Overview

Funded by the Government of Ontario through the Ministry of Labour, Training and Skills Development, and part of the Employment Ontario network of services, KL&S LBS programs in Kingston and Napanee provide basic skills instruction to adult learners. Using the Ontario Adult Learning Curriculum Framework (OALCF), LBS programming is based on creating personalized learning plans and achieving skills milestones for adults on one of five goal paths: employment, secondary school completion, post-secondary education, apprenticeship, or independence. Learners work in small groups or through one-to-one instruction with trained staff and/or volunteers.

LBS Kingston

LBS Kingston is the longest-running programming offered by KL&S. Learners can start any time through a continuous intake procedure, and instruction is available for literacy, numeracy, digital learning, soft skills, college prep, and pre-employment skills. Special program offerings in Kingston include Soft Skills Solutions, point of sale training, and pre-PSW college prep. Kingston LBS is an active community partner in the support sector: staff are placed as a Pathways Coach at Ontario Works to provide OW/ODSP clients information on education, training, and apprenticeship options throughout the community; LBS offers onsite services at interim housing in downtown Kingston; and we design safe-space programming schedules for vulnerable individuals.

Kingston Challenges:

- Lower enrollment numbers in 2020 and 2021 during COVID 19, despite offering several ways to engage. Learners chose not to engage during 100% online learning because of burnout, barriers to reliable technology, and frustration with remote learning
- Lower referrals during 2020 and 2021 as most partner agencies changed their engagement and referral requirements during the pandemic
- Mental health and economic challenges due to the pandemic had a strong impact on our LBS learners and their ability to consistently engage in training activities
- Volunteers were not allowed to engage in-person through most of 2020 and 2021, and volunteer interest came to almost a complete stop

Kingston Successes and Highlights:

- New schedules and class structures launched in March 2022 have been very popular with learners and enrollment is growing fast
- Staff professional development concentrations in working with learners in poverty and indigenous learners
- New project-based learning structure and experiential learning
- New custom assessment developed in house in Spring 2022 to streamline the intake process and provide better data and success metrics
- Partnership with the City of Kingston—Ontario Works to coordinate services and identify trends and needs in the social services sector
- Partnership with Tipi Moza provide LBS services for 19 indigenous adults in interim housing at their residence in downtown Kingston. Funded by a grant from Community Foundation of Kingston and Area

Snapshot details:

Annual Funding: \$268,374

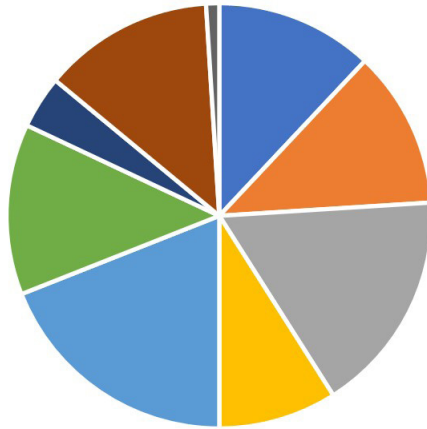
Annual Spending on Learner Supports

(transportation, childcare, assistive technology): \$3000

Staff: 4 Instructors, 1 Program Administrator

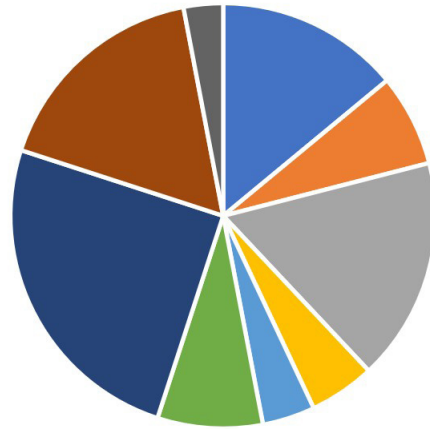
	2020-21	2021-22	Year to Date 2022-23
Customer Satisfaction	111% of goal	111% of goal	111% of goal
Service Coordination	160% of goal	127% of goal	150% of goal
Suitability	131% of goal	109% of goal	111% of goal
Learner Progress	117% of goal	162% of goal	154% of goal
Learners Served	49	37	51

2020-21 Learner Profile



- OW/ODSP
- < grade 12
- > 6 years out of education
- > 6 years out of training
- Interrupted education
- Disability
- Indigenous
- Between ages 45-64
- Deaf/blind

2021-22 Learner Profile



- OW/ODSP
- < grade 12
- > 6 years out of education
- > 6 years out of training
- Interrupted education
- Disability
- Indigenous
- Between ages 45-64
- Deaf/blind

LBS Napanee

LBS Napanee provides a variety of programming, services, and supports focused on meeting the needs of rural community learners. Traditional literacy and basic skills classes—both small group and one-to-one—run along with specialized courses like Soft Skills Solutions and Getting Ahead in a Just Getting by World. Community partnerships with Career Edge, Ontario Works, Loyalist College, Tyendinaga, and the Napanee community at large create a strong referrals and coordination of services. Through the Napanee site, KL&S operates one of only five Corrections Literacy Initiatives (CLI) programs under the Ministry of Labour, Training and Skills Development—and the only CLI program run in a detention centre. Offering services 4 days a week onsite at Quinte Detention Centre in cooperation with SOLGEN, KL&S CLI programming focuses on basic skills, reentering the community and workforce, and pathways to success.

Napanee Challenges:

- Lower LBS engagement in 2020 and 2021 due to challenges with rural community access to reliable technology and internet
- Full lockout of in-person services at QDC for most of 2020 and 2021 as the detention centre implemented stronger restrictions to keep inmates safe from COVID 19

Program Successes and Highlights:

- Curbside and “correspondence” services for CLI throughout 2021 kept engagement and enrollment numbers high and built stronger relationships between KL&S and QDC
- Innovative and responsive programming; new program schedules launched every 2 months to match learner needs and availability
- New in September 2022: Art Hive/ Book Club programming partnership with Interval House to support creative expression, reading comprehension, community, and critical thinking

Snapshot Details:

Annual Funding: LBS Napanee: \$124,000

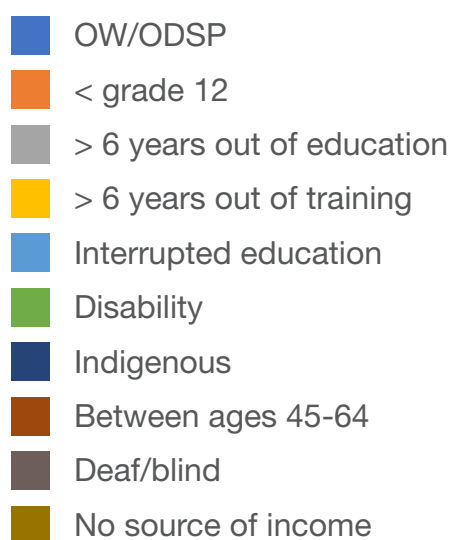
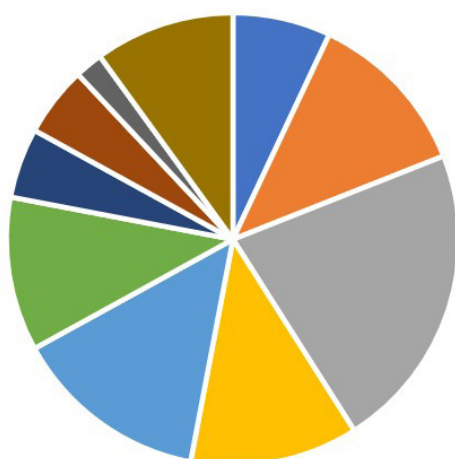
CLI (Corrections Literacy Initiative): \$114,000

Annual Spending on Learner Supports (transportation, childcare): \$1000

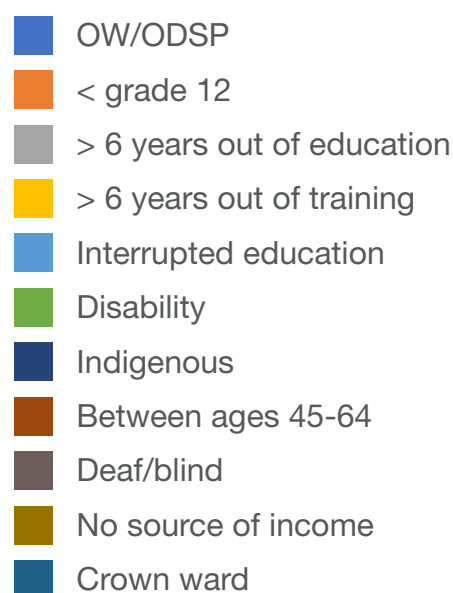
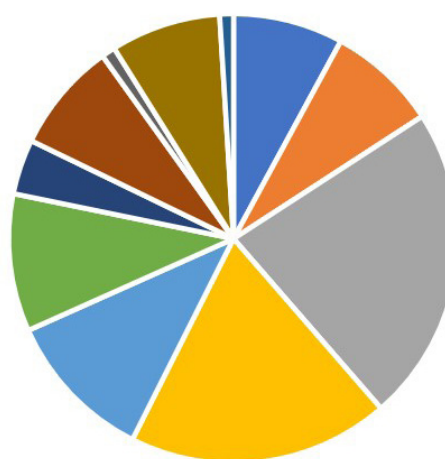
Staff: 2 Instructors, 1 Program Administrator

	2020-21	2021-22	Year to Date 2022-23
Customer Satisfaction	111% of goal	111% of goal	111% of goal
Service Coordination	172% of goal	171% of goal	174% of goal
Suitability	110% of goal	113% of goal	151% of goal
Learner Progress	114% of goal	124% of goal	100% of goal
Learners Served	137	111	84

2020-21 Learner Profile



2021-22 Learner Profile



LINC Overview:

Funded by the Government of Canada through Immigration, Refugees and Citizenship Canada (IRCC), our Language Instruction for Newcomers to Canada (LINC) program is free to government and privately-sponsored refugees from around the world. We provide instruction in English language from Foundation to Pre-Intermediate (CLB 4) levels. We focus on listening, speaking, reading, and writing to help build a successful foundation for life in Canada. Learners are assessed through a portfolio-based learning framework. KL&S provides support for transportation, technology, and childcare needs. Class sizes range from 8-12 learners, and are taught by TESL Ontario-certified instructors. Presently, the LINC program includes 5 instructors, 1 Program Administrator, and the support of casual supply staff.

LINC programming is supported by our Care for Newcomer Children (CNC) program for children ages 18 months to 5 years. The CNC offers indoor and outdoor education, early language and numeracy support, social and emotional development programming, and nutritional support. The CNC staff includes a Coordinator and two instructors; 2 of the CNC staff are certified Early Childhood Educators.

Presently, LINC classes are held Monday-Thursday for 5.5 hours daily and include a lunch break. Classes and CNC services run year-round. Intake is continuous, and students are assessed for promotion quarterly. We coordinate services with other local ESL and LINC providers including KEYS, ACFOMI, Limestone and Loyola. We also work closely with settlement services from ISKA, KCHC, and KEYS.

Challenges of the Past 2 years:

- Barriers to participation during online learning, including access to reliable technology and internet
- Student frustration with slow progress during distanced learning lead many students take a “break” from the program
- Closed borders for much for 2020 and 2021 resulted in lower new immigration numbers in Kingston and fewer new enrollments
- Leadership changes in the position of LINC Administrator created opportunity for operational improvements but also lead to staff frustration, loss of institutional knowledge, and delays in strategic development
- Piloting new schedules and class compositions to determine how and when learners best engage in a post-pandemic world

Program Successes and Highlights:

- An ongoing variety of engagement activities including guest speakers, tours, field trips, shopping experiences, cooking classes with ISKA, and community building events
- Consistent enrollment levels at or near 100% class capacity since March 2022
- New in Summer 2022: Half day care for school-aged children in summer through KL&S Art Camp, held onsite daily in July and August
- New in Spring 2022: Emergency authorization from IRCC to provide services to work-visa holders arrived from Ukraine
- Coming in October 2022: New focused LINC classes for senior learners and Ukraine learners.

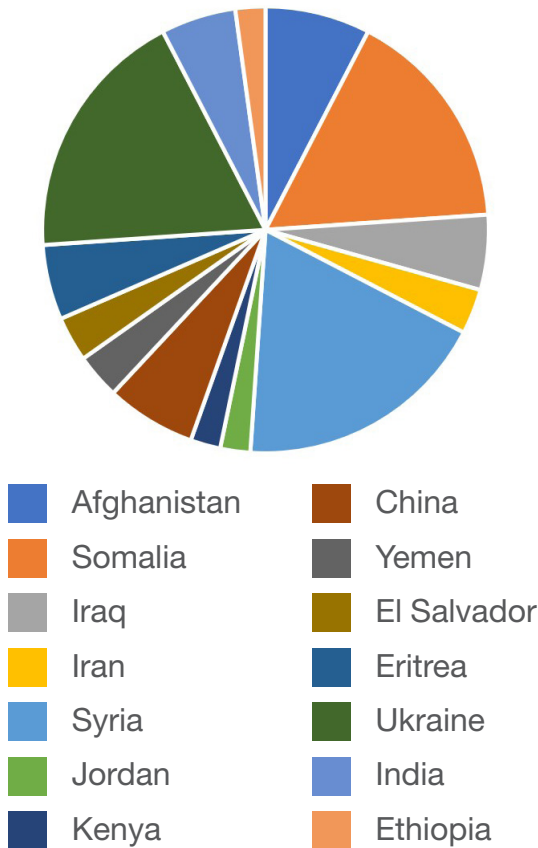


Snapshot

At a Glance

	FY 2021-22	FY 2022-23
Original approved funding	\$650,000	\$676,000
Negotiated funding	\$739,000	\$878,000
Instructional Days	227 (4 hour/day, 5 days a week, 44 weeks)	180 days (5.5 hours/day, 4 days a week, 48 weeks)
Contracted Seats	65	70
Total instructional hours	5065	5522

LINC Learner Country of Origin



Testimonials

“The dream of stability and living in safety has been our goal since we came to Canada. Getting to know the customs of a new society was difficult. We joined the LINC program to help us learn to communicate in English and build a life in Canada. There are many things we have learned from our teachers, and now we are going to obtain Canadian citizenship to become an active part of our new home country”. — **Rama A.**

“When I first came to Canada, I wanted to go to be more independent but I couldn’t go to the store, learn more about Kingston, or talk to others because I didn’t know English. I decided to go to school at KL&S. The things I learned every day changed my life and made it more colorful and rich. KL&S has attentive, patient teachers who help you and explain things that are hard to understand. Now I have a full life in Canada. I got my driver’s license and opened my small business. This school gives newcomers a new life and new opportunities.” – **Iryna**

“I am very thankful for KL&S and teachers that helped me achieve my goal that I thought was impossible.” – **Faten**

“Studying at KL&S helped me get a raise at my job. My employer was impressed with the skills I’ve learned here. My classes and instructors have given me the confidence to write and express myself better than I could in the past, and now this is reflected on my income. So, once again, thank you.” – **Caro B**

“KL&S has really helped me upgrade part of my schooling before college. I feel better prepared for the next steps of my education. The staff there are amazing and all their hard work and commitment for their clients like me is fantastic. I would recommend KL&S for those who are looking for training.” – **Joe M**



Financial Summary

Revenue:		2022	2021	2020
Government grants	\$	1,185,849	1,150,878	1,384,380
Amortization of deferred contributions		64,035	46,021	38,263
Insurance recovery		68,890	7,536	-
Fundraising and unrestricted donations		31,069	18,042	37,553
United Way		-	30,000	40,000
Professional Services		20,931	613	1,944
Other Income		880	-	-
Gain on disposal of funded capital asset		-	13,761	-
Interest Income		160	1,456	6,565
Designated donations		300	1,410	3,941
Bob Johnson Awards		-	29,169	4,167
	\$	1,372,733	1,276,664	1,507,370
Expenses:		2022	2021	2020
Wages and benefits	\$	833,208	813,275	1,005,151
Facilities		212,322	199,290	213,154
Professional Services		91,882	111,938	109,317
Amortization of capital assets		64,035	46,021	38,263
Fire replacement costs		68,890	7,536	-
Materials and resources		32,697	24,984	47,871
Office and general		22,502	28,605	32,368
Communication		19,843	17,392	27,559
Loss of disposal of capital assets		-	13,761	-
Professional Development		7,865	7,721	7,858
Insurance		7,358	5,497	5,574
Childcare, transportation, and travel		1,902	615	13,865
Fundraising		229	29	6,390
	\$	1,362,733	1,276,664	1,507,370
Excess of revenue over expenses		9,381	22,225	9,443



www.klsread.ca

 www.facebook.com/kingstonliteracy

Kingston & Napanee
(613) 547-2012 info@klsread.ca