King's Trust Canada

2026-2031 STRATEGIC PLAN

The King's Trust Canada

INTRODUCTION

Grounded in the belief that every young person should have the chance to succeed and fulfil their potential—regardless of background or barriers—The King's Trust was founded in the UK in 1976 by His Majesty King Charles III. In 2011, that belief took root in Canada.

The King's Trust Canada has delivered on His Majesty's vision in Canada for 15 years, working alongside community organizations, educators, employers, and supporters to help young people build the skills and confidence to learn, earn, and thrive. To date, thousands of young people across Canada have been supported through our programs.

The 2026–2031 Strategic Plan positions TKTC for its next phase, responding to a rapidly shifting landscape—particularly for those from underserved communities. Building on our 2020–2025 plan, we reaffirm our participant-centric mission to support young people aged 15–24 to access, engage in, and succeed in meaningful economic opportunities.

Young people in Canada are navigating accelerated technological change, including the rise of AI, persistent post-pandemic disruption, and increasingly complex transitions from education to employment. The non-profit landscape has also become more competitive, with heightened expectations from funders, partners, and participants.

Through this plan, we are committing to move beyond employment outcomes alone and instead focus on enabling long-term economic participation.

Over the next five years, TKTC will aim to support 100,000 young people with future-ready skills, networks, and employment opportunities. This ambition is grounded in disciplined growth, strong partnerships, diversified revenue, and operational excellence.

Our approach is guided by a clear thesis: skills are currency, networks are capital, and experience is equity. To close opportunity gaps at scale, TKTC will deliver all three through participant-centric programming that balances high-touch and high-tech approaches within familiar ecosystems, including education, sport, and the entrepreneurial marketplace.

OUR STRATEGIC PRIORITIES

A. Participant-Centric Design and Delivery of Programs

Refine and scale our programming architecture across career discovery, life skills development, livelihood preparation, access to networks, and experience building. This includes the expansion of Skills Academy into educational and sport-related environments, scaling The Network activations nationally, and transitioning higher cost, high-touch pilots like 360 to cost-efficient, scalable experience-based pathways in traditional employment and entrepreneurship.

B. Establish Meaningful Partnerships

Position TKTC as an intermediary and capacity multiplier that aligns employers, educators, community organizations, funders, vice-regals and government entities to create coordinated pathways for young people. Additionally, expanding on our Employer Community of Practice to cultivate opportunities for placement, talent matching, and shared value creation.

C. Elevate Brand Awareness

Strengthen TKTC's national presence through robust social media content, website enhancement, activations in key geographies, and association with influential thought leaders in the youth space to reach young people, attract partners, and enable growth.

D. Grow Revenue

Build a robust and diverse donor/investor community through the prioritization of multi-year funding, expansion of corporate and foundation partnerships, leveraging of government as a strategic enabler of scale, and activation of the Board in cultivating high-quality relationships.

E. Operational Excellence and Innovation

Invest in staff capacity, leadership development, and technology to ensure operational efficiency at scale alongside the alignment of monitoring, evaluation, and impact measurement with The King's Trust Group to ensure accountability, learning, and continuous improvement.

MEASURING SUCCESS

We will know the strategy is working when we see measurable progress in reach, relevance, and impact—including growth toward our goal of supporting 100,000 young people; improved engagement; strengthened essential skills outcomes; increased brand visibility; and positive economic participation outcomes across education, employment, entrepreneurship, and volunteerism.

PURPOSE, MISSION, VISION & STRATEGIC GOAL

Purpose

We exist to create positive generational change by investing in young people.

Mission

Support young people (aged 15 – 24) from primarily underserved communities to access, engage, and succeed in meaningful economic opportunities.

Vision

A Canada where every young person is better equipped to build their own future through access to meaningful employment.

Strategic Goal

To support 100,000 young people over the next five years with future-ready skills, networks, and opportunities to learn, earn, and thrive.

OUR VALUES

Teamwork

We believe that the success of young people is a collective responsibility that requires prioritizing collaboration and co-creation to achieve our mission.

Respect

We treat everyone with dignity and fairness. We value diversity of perspectives and experiences and work to ensure opportunities are accessible to all we serve.

Understanding

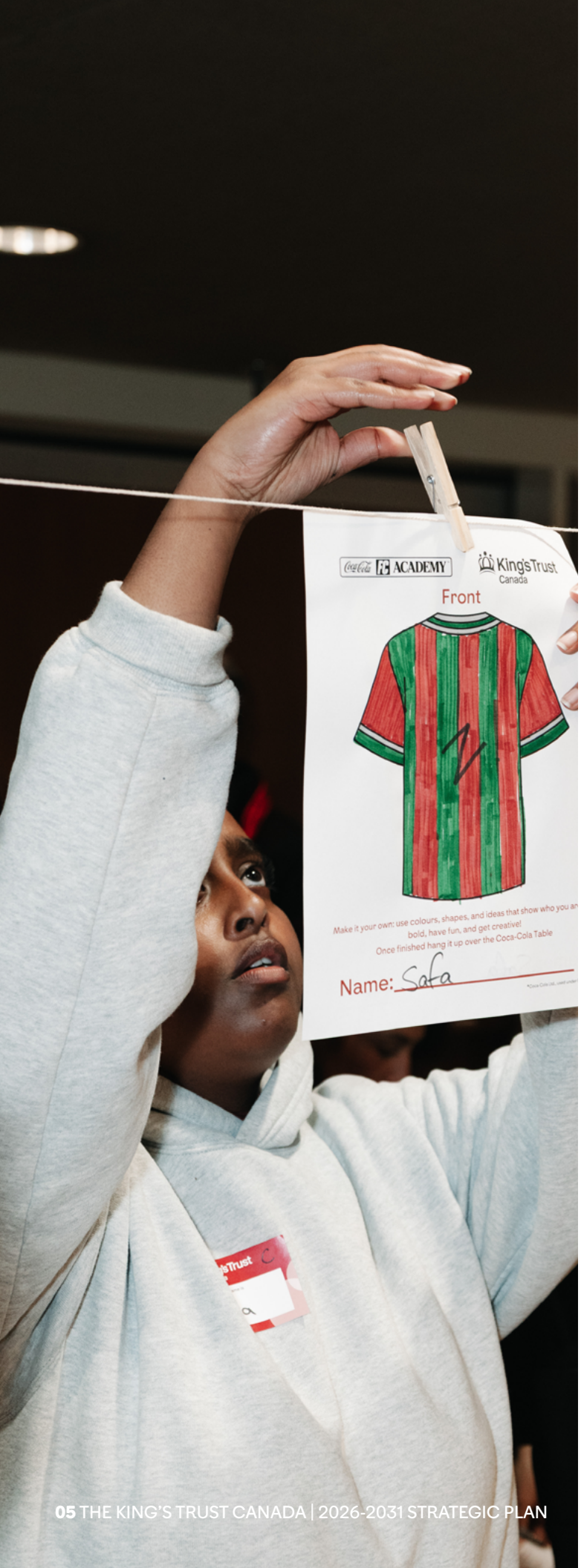
We approach our work with empathy, curiosity, with a willingness to listen.

Support

We stand by young people as they build their futures through the development of skills, building of networks, and facilitating access to work experiences.

Transparency

We lead with openness, accountability, and integrity. Our decisions, actions, and impacts are communicated clearly to whomever we work with.



WHY NOW?

INSIGHTS

- The gap between potential and opportunity is widening – young people face accelerated technological change (including AI), geopolitical instability, and post-pandemic effects that complicate education-to-employment transitions.
- In addition to this widening gap, youth unemployment continues to disproportionately impact young people from underserved communities. [1]
- We need to further solidify TKTC's unique value proposition in a hyper-competitive non-profit marketplace. [2]

IMPLICATIONS

There's an urgent need for The King's Trust Canada to refine strategic pathways to economic participation, not just employment. The Kings Trust Canada must:

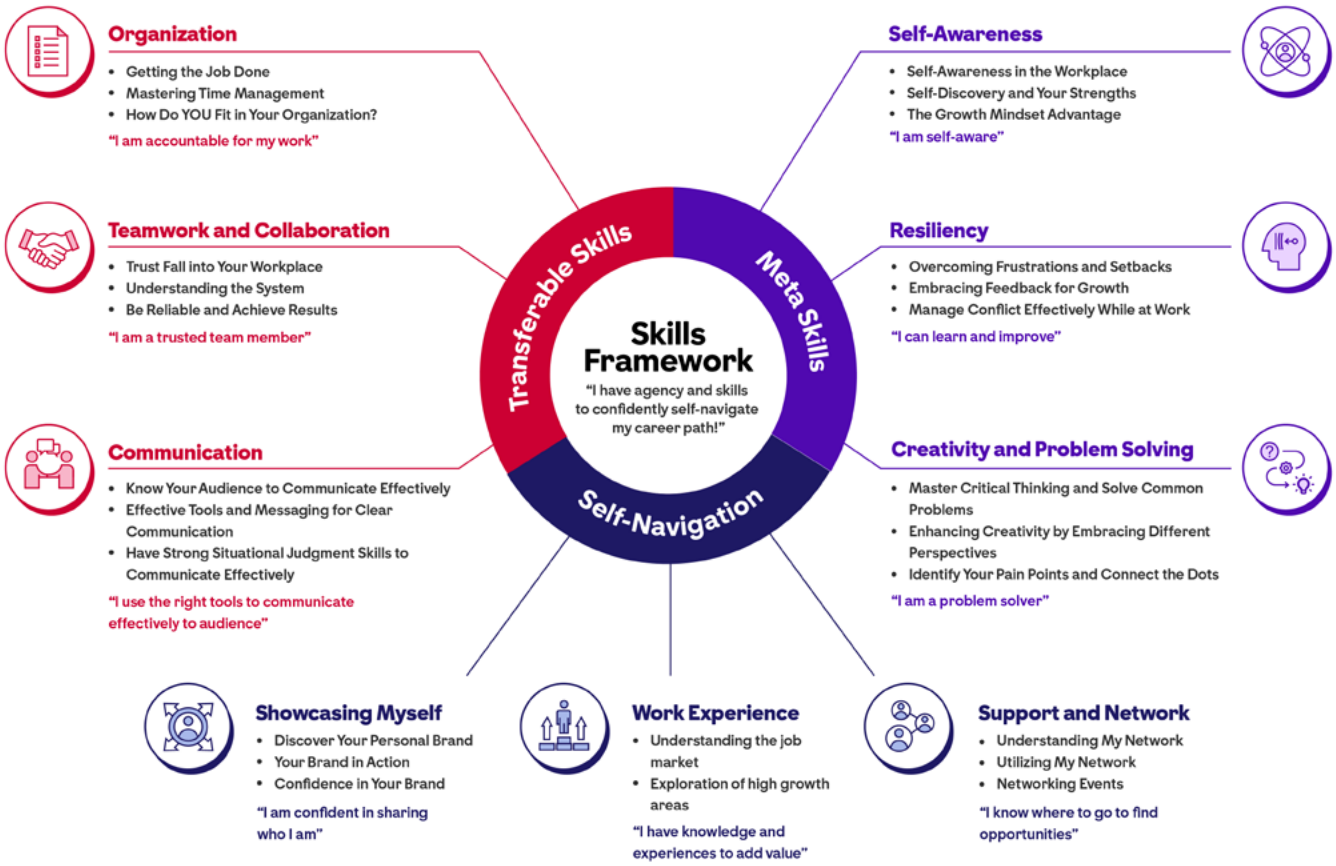
- Adapt to the current and future state of the environment to provide economic opportunities for young Canadians.
- Intentionally address the specific needs of underserved communities.
- Provide greater clarity of our unique and complementary value proposition to respond to a hyper-competitive not-for-profit marketplace.

1. Failure to Launch Report: Deloitte
2. Korn Ferry: King's Trust Canada Brand + CX Audit

OUR UNIQUE SOCIAL VALUE PROPOSITION

The cornerstone of The King's Trust Canada's unique approach is our programming design that incorporates relevant, essential life skills including self-confidence, self-navigation, resiliency, problem solving, organization, communication, collaboration, with meaningful networking and real-world experience.

OUR PROGRAMMING DESIGN



STRATEGIC THESIS

- **Skills acquisition is currency; Networking participation is capital; Experience is equity.**
- Lead with participant-centric design and engage in co-created programming.
- Scale impact through existing ecosystems and geographic expansion.
- Balance high-touch and high-tech delivery to increase reach and deepen engagement of young people.
- Expand portfolio of meaningful partnerships that leverage our strengths.

STRATEGIC PRIORITIES

A. PARTICIPANT-CENTRIC DESIGN AND DELIVERY OF PROGRAMS

Through workforce discovery, life skills development, livelihood preparation, network growth, and experience building

B. ESTABLISH MEANINGFUL PARTNERSHIPS

With government entities, educational institutions, corporations, community organizations, foundations

C. ELEVATE BRAND AWARENESS

Among potential participants, partners, funders

D. OPERATIONAL EXCELLENCE AND INNOVATION

Drawing on established best practices and through technology and digital innovation, achieve operational excellence at scale, reinforce cultural values and enhance leadership capacity

E. GROW REVENUE

Through diversification with foundations, corporations, government, high net worth individuals

A. PARTICIPANT-CENTRIC DESIGN AND DELIVERY OF PROGRAMS

We will focus our programming architecture on career discovery, life skills development, livelihood preparation, access to networks, and experience building.

How we'll do it:

Further invest in the growth of Skills Academy, especially into educational and sport-related environments.

Commit to scaling The Network to increase in-person engagement with participants, partners and funders alike.

Revise our 360 program model by transitioning to scalable experience-builder programming in entrepreneurship alongside traditional workplace pathways

Explore the adoption and adaptation of King's Trust Group programming models for the Canadian market where appropriate.

Who we will serve:

To ensure fair and equitable economic opportunities for young people across Canada, TKTC programming will focus on a tailored approach for the Indigenous, Black, female, and newcomer communities in Canada.

Our key operating areas will include educational environments, sport-related organizations, entrepreneurship, and event activations.

Geographically, we will aim to deliver programs in major Canadian markets with the greatest opportunities and needs.

WHY THIS MATTERS:

The economic, technological, and social environment has rapidly shifted – resulting in the need to reflect this by re-examining our programming design and delivery. To properly close Canada's opportunity gap, we'll need to look beyond youth employment and instead prioritize economic participation.

B. ESTABLISH MEANINGFUL PARTNERSHIPS

We will work with educational environments, community organizations, funders, employers, corporate partners, sport organizations, vice-regals and government to facilitate pathways for young people. By doing so, we're positioning ourselves as an intermediary and capacity multiplier ensuring quality, coordination, and impact.

How we'll do it:

- Continue the growth and engagement of our Employer Community of Practice initiative
- Identify value-based collaboration opportunities
- Pursue government as a strategic partner to enable scale
- Engage board facilitation of high-quality relationships
- Leverage government entities as a strategic partner to enable scale

Through the 2025 launch of TKTC's inaugural Employer Community of Practice (ECoP), we have positioned ourselves as a national convener of employers committed to advancing inclusive, skills-first hiring and career advancement, helping to strengthen Canada's future workforce.

To capitalize on this momentum and deepen our relationships with corporate partners, we will embed ECoP expansion into our overarching partnerships strategy by:

- Deepening employer understanding/alignment to essential skills and pathways.
- Converting employers from event participants to long-term partners and co-designers.
- Creating a national backbone for placements, mentorship, and project briefs.
- Improving talent matching, reducing time-to-opportunity, and strengthening revenue via sponsorships and fees.

WHY THIS MATTERS:

In the current hyper-competitive non-profit market, we will need to amplify our impact by aligning with organizations that can extend our reach, resources, and credibility. Through this approach, we're strengthening our long-term sustainability by creating mutually beneficial collaborations that support growth and innovation.

C. ELEVATE BRAND AWARENESS

We will become a nationally recognized organization through program activations in priority Canadian markets and the broadening of our digital footprint.

How we'll do it:

- Meet our audiences on the digital platforms they currently use
- Collaborate with influential people and organizations to drive advocacy and reach
- Adhere to and build on an established visual identity to ensure brand consistency
- Position TKTC as a thought leader in the youth space across several mediums

WHY THIS MATTERS:

With 99.2% of young Canadians aged 15-24 relying on digital technology for information, a strong digital-led brand awareness strategy will ensure that we're meeting our key audiences where they are – resulting in increased engagement across programming and partnerships.

D. OPERATIONAL EXCELLENCE AND INNOVATION

We will build and optimize our employee's capacity to support all aspects of our operations.

How we'll do it:

- Leverage technology and digital innovation across all aspects of our work
- Imbue our "TRUST" values through all our work
- Maximize leadership capacity and invest in strengthening staff development to build capacity.

WHY THIS MATTERS:

Through defined processes, shared values, and collective ambition, we will increase efficiency, productivity, and morale.

E. GROW REVENUE

We will build a robust and diversified donor and investor community to support our organizational goals.

How we'll do it:

- Engage in immersive event experiences with funders
- Co-create activities aligned with strategic funding priorities
- Capitalize on board-facilitated relationships with funders
- Expand on Employer Community of Practice as a pipeline for funding opportunities alongside corporate partnerships
- Prioritize multi-year, long-term funding relationships to support sustainability and scale
- Diversify funding to reduce singular risk dependencies

WHY THIS MATTERS:

A well-established donor and investor community can provide essential financial stability to plan, innovate, and increase our impact while opening doors to additional support.

MEASURING SUCCESS

We'll know our strategy is working when:

WE'VE ACHIEVED KEY METRICS THAT FOCUS ON REACH AND RELEVANCE.

- Number of participants supported to reach 100,000 young people within the next 5 years
- Lowered program attrition rate and increased retention rates
- Increased recognitions earned through activity completion
- Increased audience across all brand mediums

WE'VE ACHIEVED OUR GLOBAL IMPACT METRICS, ENSURING THAT MONITORING, EVALUATION AND IMPACT MEASUREMENTS ARE ALIGNED WITH KING'S TRUST GROUP INDICATORS.

- Confidence
- Self-navigation
- Communication
- Collaboration
- Positive economic inclusion outcomes in education, employment, entrepreneurship, and volunteerism

IMPLEMENTATION TIMELINE (5-YEAR PLAN)

2026-2027

Solidify

Fulfill existing donor commitments and establish presence in educational and sport-related environments, scale in new geographies, increase multi-year funding, benchmark impact measurements, sharpen unique brand positioning

2027-2029

Optimize

Expand program reach throughout Canada, further diversify funding sources and grow revenue, elevate brand awareness

2029-2030

Institutionalize and Leverage

Replicate and scale programs, deepen relationships with supporters and alumni, capitalize on the power of our brand

2030-2031

Reflect, Renew, and Relaunch

Develop next generation programs, extend multi-year funding, gain reputation as an influencer of choice in our spheres of activity

King's Trust Canada

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@KingsTrustCanada
@KingsTrustCanada
@The King's Trust Canada
@The King's Trust Canada

1 Richmond St. W., Suite 601
Toronto, ON
M5H 3W4

Phone: (647) 612-4656
Canadian charitable registration number: 832295406 RR0001
kingstrust.ca