

ABSTRACT

Having a clear and actionable plan is a key part to any organization’s success. With this in mind, Kingston Literacy & Skills’ Board of Directors undertook a thorough review of the needs of our community, our partners, and most importantly, our learners, with the goal of ensuring that we are delivering the most valuable, accessible and engaging content possible to our community. The result of this exercise was the *KL&S 2023-2027 Strategic Plan*, which will drive success in the coming years.

ABOUT OUR MISSION

Kingston Literacy & Skills changes lives through language and learning. That means offering free training for adults in Kingston and its surrounding communities, focusing on personalized training in language, reading, math, job and life skills. Kingston Literacy & Skills is proud to provide the highest quality education possible in a modern, supportive learning environment. Over the past 40 years, thousands of adults have found success with the help of our devoted staff and incredible volunteers.

PROCESS

In preparation for the new Strategic Plan, a number of important steps were taken. First, partners and staff were engaged to help identify KL&S’ strengths, opportunities, and direction. From here, a Strategy Planning Workshop was coordinated, under the guidance of Bhavana Varma, of Varma Consulting, and the four key pillars of the 2023-2027 Strategic Plan were identified.

THE STRATEGIC HOUSE

The key element of the 2023-2027 Strategic Plan is the *Strategic House*, which helps us visualize how the individual pillars of our plan support the overall Strategic Goal, and reinforces that our Mission Statement is foundational to all of the work we do.

Strategic Goal			
Update and deliver essential skills and language training services that are accessible in multiple formats and locations, aligned with workforce needs, and responsive to shifting settlement and life stabilization priorities.			
Strategic Pillars			
Governance	Risk Management	Equity, Diversity & Inclusion (EDI)	Awareness
KL&S Governance Model and Board of Directors have appropriate structure and skill set to provide informed support and leadership to the organization	KL&S Risk Management and Succession Planning mitigates operational challenges and establishes pathways to continuous success and improvement	KL&S makes organizational decisions through the lens of a dynamic EDI Framework	KL&S leverages a complex, story-based communication strategy and volunteer engagement to grow community awareness
Mission Statement			
Kingston Literacy & Skills changes lives through language and learning			

ABOUT KINGSTON LITERACY & SKILLS

Established in 1977, Kingston Literacy & Skills began as a volunteer-run literacy support program, and has since evolved to provide literacy, language, and skills training to hundreds of learners annually in Kingston and surrounding communities. Funded by Federal, Provincial and Municipal programming and grants, KL&S focuses on our Language Instruction for Newcomers to Canada (LINC) and Literacy and Basic Skills (LBS) programs, and offers shared space for local programs in Kingston, Napanee, and the surrounding community.