

EVER ACTIVE SCHOOLS | 2021-2025 STRATEGIC PLAN



Ever Active Schools is a registered national charity that supports healthy development for children and youth through the education system.





OUR VISION

All students belong to healthy school communities that enable optimal health and learning

OUR MISSION

To provide leadership that promotes and supports healthy, active school communities through a comprehensive school health framework

OUR VALUES

Relationships:

Our work begins as collaborators, is built as partners, and continues in friendship. We show up for each other and our communities, act with empathy, and bring our authentic selves to work every day. We celebrate successes BIG and small - you can count on us for hugs and high fives.

Innovation:

We're nimble and creative, always looking ahead with our feet firmly grounded in evidence. We balance risk with strategy.

Diversity:

We recognize and value diverse abilities, identities, cultures and ways of knowing. We live it. We celebrate it. We don't know all of the answers but we're listening, learning and growing.

Contribution:

We seek first to understand. Then act. We're here to help ideas and actions flourish. We provide opportunities and platforms to build capacity to promote health and learning.

Well-being:

We're passionate about well-being and we care. We're committed to creating environments that support health, learning and growth because that's the type of place we want to live and work in.



OUR APPROACH

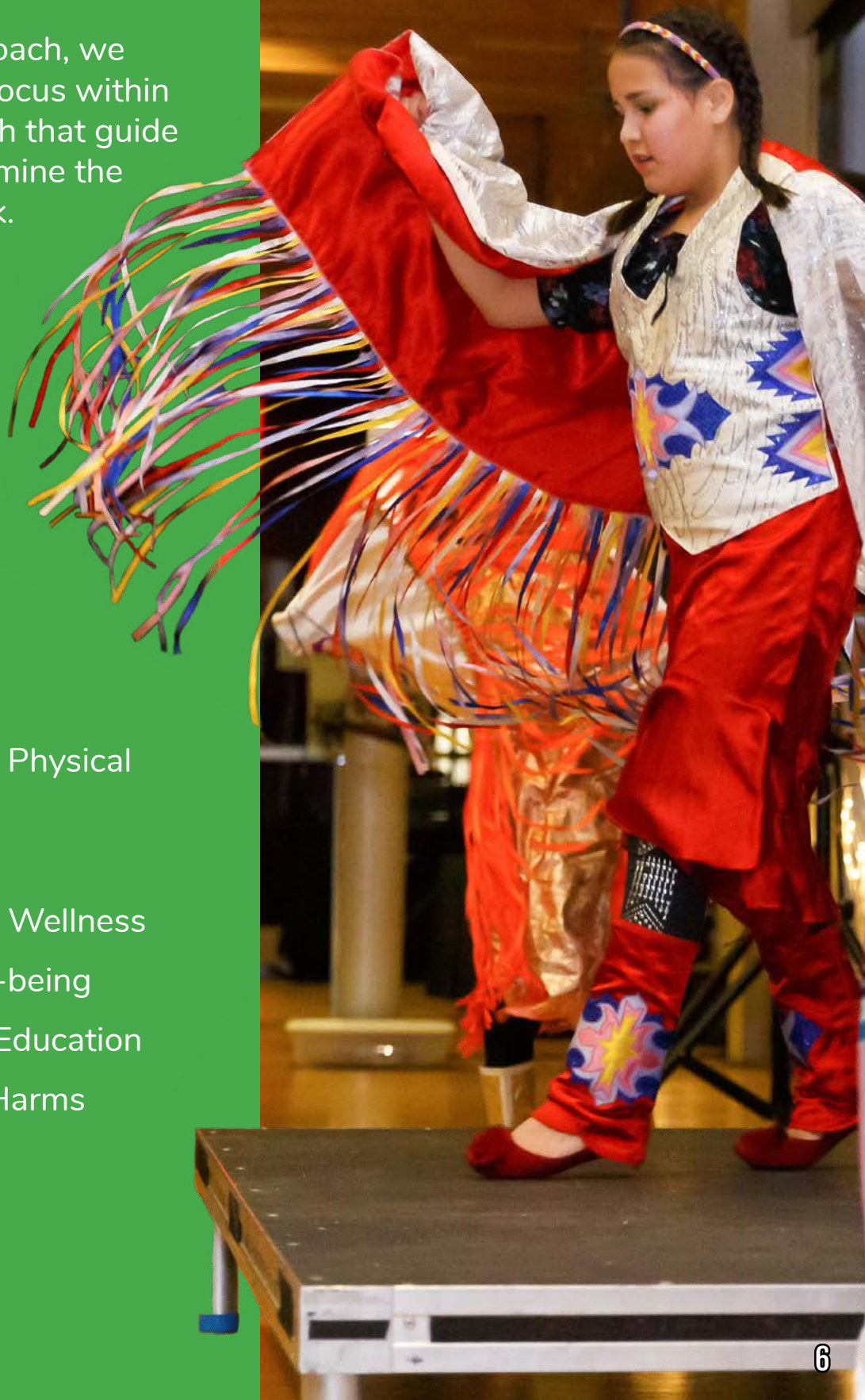
We embrace a capacity-building approach, founded on the existing strengths of the schools and communities we work with. Our primary activities involve:

1. Delivering professional learning and teaching resources designed to improve knowledge, skills and attitudes around wellness for teachers and program leaders;
2. Convening events where participants learn from sector partners and the experiences of others, while strengthening networks of support around them;
3. In-depth consultation and site-based mentorship to promote culture change on specific wellness issues of priority through projects, initiatives and in-residence programming; and
4. Maintenance of multiple communications channels to improve awareness, coordination and reach of school wellness-related initiatives.

KEY CONTENT AREAS

Alongside our approach, we maintain key areas of focus within the field of school health that guide our practice and determine the content of our work.

- Student leadership
- Resilient Indigenous Schools
- Teacher and Staff Well-being
- Land-based Learning
- Equity, Diversity and Inclusion
- Physical Activity and Physical Literacy
- Active School Travel
- Social and Emotional Wellness
- Positive Mental Well-being
- Health and Physical Education
- Substance Use and Harms Reduction



THE STRATEGIC CONTEXT

The context we're operating in helps to define our strengths and weaknesses, and determine the opportunities and threats we face. Considering context as we develop our strategic priorities keeps a realistic focus.



Flexible and Responsive Service Delivery

To be nimble has always been a strength of our organization, and is a value we hold: it is important to us that we meet our stakeholders where they are at. The COVID-19 pandemic reinforced this as a need; schools cycled in and out of closures, and online and remote working conditions became the norm. To suit these circumstances and withstand future uncertainty, remaining flexible in our approaches and responsive in our delivery is crucial.



Changing Sector Landscape

Our work sits at the nexus of the health promotion, education and sport/active living/recreation sectors. The landscape of this intersection has been significantly impacted by funding shifts and pandemic closures, with many community services in Alberta delayed or lost. Concurrently, relationships within and between allied school health partners across the country continue to grow and strengthen.



Political and Public Will

With public awareness of public health at a once-in-a-century high, we may be in a position to increase the profile of school health and leverage public will into the campaign platforms of elected officials. This combination of unpredictability and optimism makes political and public will an important strategic consideration.



Transition to Charity

EAS formally transitioned from a special project of the Health and Physical Education Council of the Alberta Teachers' Association to a registered national charity governed by a board of directors in September of 2020. This represents a critical transition, and we want to invest in this process of learning and growing alongside our board and stakeholders.



Financial Sustainability and Resilience

Having charitable status and a willing board to guide us opens up new doors and demands financial accountability in new ways. Increasing sustainability means ensuring reliable and predictable funding, identifying risk tolerance, building comfortable reserves, while increasing resilience means developing diverse funding sources and revenue streams.

OUR STRATEGIC OBJECTIVES

These strategic objectives take a wide lens on our organization to outline what must be focused on to achieve our vision.

1
Secure and sustain support for school health through financial resilience

- Attract increased financial investment to our organization and the issue of school health
- Create an optimally diverse portfolio of revenue sources
- Grow reserve funds for stable forecasting and strategic investing

2
Reach more stakeholders through high quality interactions

- Scale out our work in a thoughtful and equitable way
- Innovate and optimize products and services that meet the needs of stakeholders within individual, school, school authority and community market segments
- Spearhead sector-leading work with innovative, quick-to-market solutions that overcome systemic barriers to supporting child and youth well-being

3
Realize the full benefits of the organization's transition to a charity

- Develop leading-edge operational infrastructure
- Facilitate effective collaboration between the staff and directors to achieve our charitable impact

4
Invest in a strong and stable team so we can do our best work

- Ensure we have the right skills, capacity and progression of person power to reach our required goals
- Celebrate and improve the health, safety and diversity of our workplace culture

KEY PERFORMANCE INDICATORS

These indicators are the selected measures that will best gauge the success in moving our strategic plan forward. For each key performance indicator (KPI), we have identified the measures, targets, data source and frequency.

KPI	MEASURE	TARGET	DATA SOURCE	FREQUENCY
Reach	% growth in reach by market segment and type	10%	EAS project records and database	Annually
Impact	% growth in schools who meet a high standard of health-promoting schools	15%	EAS outcome mapping	Annually
Financial preparedness	Days of cash on hand	270	Finance report	Quarterly
Employee engagement	% of staff with overall engagement scores of 4+	70%	Cornell Employee Engagement Survey	Semi-annually



ACKNOWLEDGEMENTS

We at Ever Active Schools wish to acknowledge the incredible teachers, coaches, youth, Elders, parents, and community members who are involved in this work, and whose efforts make it possible. You continue to inspire us.

We are grateful to work alongside many talented partner organizations who share similar values and are committed to improving the lives of children and youth. We appreciate your contributions.

Special thanks to our funding partners and donors large and small. Your generous support of these programs is both meaningful and impactful.

