



STRATEGIC PLAN

2025-2029

ABOUT EVER ACTIVE

Ever Active is a registered national charity focused on the well-being of children and youth.

We hold core values of relationships and well-being, which are at the heart of who we are and all we do. The values of inclusion, growth, community voice, and kindness are also closely held and guide our work forward in a good way.



MISSION

To lead, activate, and build capacity for settings that nurture health and well-being.



VISION

Thriving schools and communities where children and youth grow, learn, and belong.



VALUES

Together for well-being, through inclusion, growth, community voice, and kindness.

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.

Providing workshops and resources to help children and youth, teachers, and program leaders learn about and experience well-being.

2.

Hosting events that foster learning from sector partners and peer experiences, while strengthening networks of support.

3.

Offering in-depth consultation and on-site mentorship to drive cultural change on priority well-being issues through projects, initiatives, and in-residence programs.

4.

Managing diverse communication channels to boost awareness, coordination, and the impact of school and community well-being initiatives.

KEY CONTENT AREAS

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

Positive Mental Well-being

Indigenous Youth Mentorship

Teacher and Staff Well-being

Physical Activity and Physical Literacy

Substance Use and Harms Reduction

Health and Physical Education

Social and Emotional Well-being

Equity, Access and Inclusion

Student Leadership

Outdoor Learning and Leadership

Active School Travel

THE STRATEGIC CONTEXT

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

A STRONG AND CLEAR IDENTITY

A strong and clear identity is essential to our growth and impact as a Canadian charity. Over the next four years, we must sharpen our understanding of why we exist and clearly communicate that purpose to both internal and external audiences. This includes defining how we present ourselves to donors, clarifying our unique value, and ensuring alignment between our mission and the wellness issues we stand behind. Strengthening awareness of who we are and what we do—across partners, funders, and the communities we serve—will be critical in building trust, deepening support, and driving meaningful change.

A SHIFTING HEALTH AND EDUCATION LANDSCAPE

Navigating a shifting health and education landscape is a critical strategic priority for the next four years. As the environments in which we operate continue to evolve—often in unpredictable and politicized ways—we must remain agile and proactive. The growing challenges of teacher well-being and burnout, along with broader workforce retention issues, demand renewed attention and action. At the same time, expanding our networks and exploring new areas of influence will position us to respond more effectively to emerging needs. Advocacy will play a central role in ensuring that wellness remains a priority within policy and practice, while our ability to adapt in this complex landscape will define our relevance and impact moving forward.

SECURING OUR CAPACITY

Securing our capacity is vital to sustaining and growing our impact over the next four years. As a leader in the charitable sector, we must strengthen our financial foundation by deepening donor relationships, diversifying revenue streams, and exploring fee-for-service opportunities. In a competitive funding landscape, building trust and demonstrating clear value to donors and parents alike is essential. At the same time, we face practical challenges such as office space, shifting personnel, and inconsistent workflow demands that require a more nimble and resilient organizational structure. Ensuring stability while remaining adaptable will be key to maintaining our effectiveness and continuing to deliver high-quality programs and support.

MEASUREMENT AND IMPACT

Measurement and impact are central to our ability to learn, grow, and lead effectively over the next four years. To build credibility and secure support, we must clearly demonstrate the outcomes of our work—including retroactive impact—and show how our efforts contribute to meaningful, measurable change. This includes tracking growth over time, both in reach and in the depth of our capacity-building efforts. As we continue to respond to evolving local and provincial needs, our ability to adapt must be matched by the ability to capture and communicate that responsiveness. Leveraging social media as a tool for storytelling and evidence-sharing will help amplify our impact and connect our work to broader audiences.

ADVANCING TECHNOLOGY

Advancing technology presents both opportunities and challenges that will shape our strategy over the next four years. As tools like artificial intelligence become increasingly integrated into education and wellness, we must thoughtfully explore how to use them to enhance our offerings—such as supporting educators through AI-assisted lesson planning—while remaining grounded in our core values. We also need to consider how these technologies impact students and families, particularly in relation to social media use and its effects on brain development and well-being. Understanding and responding to these shifts will be critical to refining our value proposition and ensuring that our work remains relevant, responsible, and responsive in a rapidly changing digital landscape.

PRESENT ECONOMIC REALITIES

Economic uncertainty is an increasingly important factor influencing our strategic direction over the next four years. Rising costs of doing business, donor strain, and unpredictable tariff impacts pose real challenges to our sustainability. At the same time, the link between youth employment and well-being highlights the need for innovative programming that supports economic stability as a key component of overall wellness. As we navigate these financial pressures, we must remain flexible and forward-thinking—balancing operational realities with our commitment to serving communities. Strengthening our financial resilience while advocating for the economic conditions that support youth and families will be essential to maintaining and expanding our impact.

ECOSYSTEM HEALTH

Ecosystem health is an emerging strategic issue that will shape our approach over the next four years. With increasing climate emergencies, deteriorating air and water quality, and the growing need for emergency preparedness, it is essential that we understand and respond to the environmental factors impacting community wellness. As more individuals and families face displacement due to climate-related events, there is potential for us to provide support through recreation and wellness programming tailored to their needs. Aligning our work with a One Health framework—which recognizes the interconnectedness of human, environmental, and animal health—can strengthen our impact and position us as a forward-thinking leader in wellness. Embracing this broader perspective will help us address both immediate needs and long-term resilience in the communities we serve.

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 and community well-being through financial stability

- ★ Utilize predictive financial planning that balances disciplined growth and responsiveness
- ★ Build a dependable base of donors and partners through strengthened stewardship and retention
- ★ Grow operating reserves for stable forecasting and strategic investing

2

Demonstrate visibility and leadership in the ways we perform our work

- ★ Scale out our work in a thoughtful and equitable way with an emphasis on signature programs, equity-deserving populations, and innovative approaches
- ★ Elevate the profile of our brand and awareness of our charity through impact measurement, relatable storytelling, and partner engagement

3

Embrace our identity as a charity and exercise our full potential

- ★ Demonstrate credibility and integrity through commitments to transparency, authentic community connection, and sector accreditation
- ★ Strengthen governance by refining and optimizing the processes of the Board of Directors

4

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

- ★ Celebrate diversity and cultivate interdisciplinarity among our board and team through recruitment and retention
- ★ Foster a team culture that supports employee engagement and well-being
- ★ Nurture staff performance and progression, considering evolving roles and distributed leadership

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 sources and frequency. The targets are set for the end of the strategic planning cycle (June 2029) and the first year will serve as a baseline.

KPI	MEASURE(S)	TARGET	DATA SOURCE	MONITORING
PROGRAM EFFICIENCY	Cost per participant Proportion of program \$ to admin \$ (convert to per participant)	<\$75 79/21	Financial Statement and Impact Table	Annually
FINANCIAL PREPAREDNESS	Primary reserve ratio: expendable net assets to total expenses	2 months of annual expenses in operating reserves	Financial statement	Monthly
REACH: BENEFICIARIES SERVED	# children and youth served by programs # of children and youth served by priority population-intended programs	Maintained within ±10% of a three-year rolling average (77,434) Increasing trend	Impact Table	Bi-annually
IMPACT: CHILD AND YOUTH WELL-BEING	Extent to which children and youth demonstrate positive change in one or more domains of well-being (physical activity, belonging, leadership, learning/employment readiness, cultural connection), as reported by both youth and the adults who support them	Over 70% of kids served by our programming report increased well-being in every domain	Mixed methods: observation, survey response	Bi-annually
BRAND AWARENESS	Change in brand search trends over time Mentions online SM blogs, forums, news, websites	Increasing trend with at least doubled growth	Google Trends and/or Social Listening Tools	Annually
TEAM PERFORMANCE	% of goals met % of tasks completed % of goals abandoned/unattainable	>95% >80% <15%	Performance Plans	Quarterly
EMPLOYEE SATISFACTION	Net promoter score where 9-10 = very satisfied, 7-8 are somewhat satisfied, and 1-6 are not satisfied	85% somewhat or very satisfied	Anonymous Survey	Quarterly



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We at Ever Active wish to acknowledge the incredible teachers, coaches, youth, Elders, parents, volunteers, 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.

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