



LEAD.
GROW.
TRANSFORM.

YWCA Edmonton | Strategic Plan 2025-2030



FOREWORD



Since opening our doors in 1907, YWCA Edmonton's work in the capital region has been rooted in the profound and deep-seated belief that everyone is equal. When we've been at our best over the last 118 years, we've led the way, showing the possibility of what a world with equity, opportunity and choice for all could be.

It's with great pride that I share our latest roadmap for change: our new 2025-2030 Strategic Plan. This document is ambitious and aspirational, and was shaped after countless conversations with staff, volunteers, partners and the public. Thanks to everyone who took time to share their hopes and dreams with us. Now we need you to roll up your sleeves and help us make this plan a reality.

I'm particularly excited that our beloved Camp Yowochas, which has been operating on the shores of Wabamun Lake since 1916, will be a key focus of the new Strategic Plan. It's been almost 50 years since the 62-acre outdoor education facility was revamped despite welcoming close to 10,000 visitors every year. Camp Yowochas isn't simply a camp, it's a gathering place for learning, healing and renewal.

The new Strategic Plan also ensures we will continue to be a leading voice for equity and social justice in our community and a convener for change.

Lastly, this plan builds on the hard work completed by our staff and volunteers over several decades, through wars, pandemics and social upheaval. Thanks to them for staying the course. I often tell our current team that while we may not always see the fruits of our labour in our lifetime, it's important to keep working away in common cause with common goals. This is often generational work that only happens when we are doing it together and with the heartfelt belief that a better world is possible.

Join us as we help build a community that is safer, stronger and welcoming for all.

Katherine O'Neill
YWCA Edmonton CEO

ABOUT US

YWCA Edmonton is a powerful voice for equity and has been leading social change and progress for women & families in the Edmonton region since 1907. Part of an international feminist movement, YWCA Edmonton is a trusted provider of services, programs and advocacy work that transforms lives and helps build a stronger, healthier, and equitable community for all. YWCA Edmonton is a member of YWCA Canada, the oldest and largest women's social service organization in the nation.

VISION.

A world with equity, opportunity and choice for all.

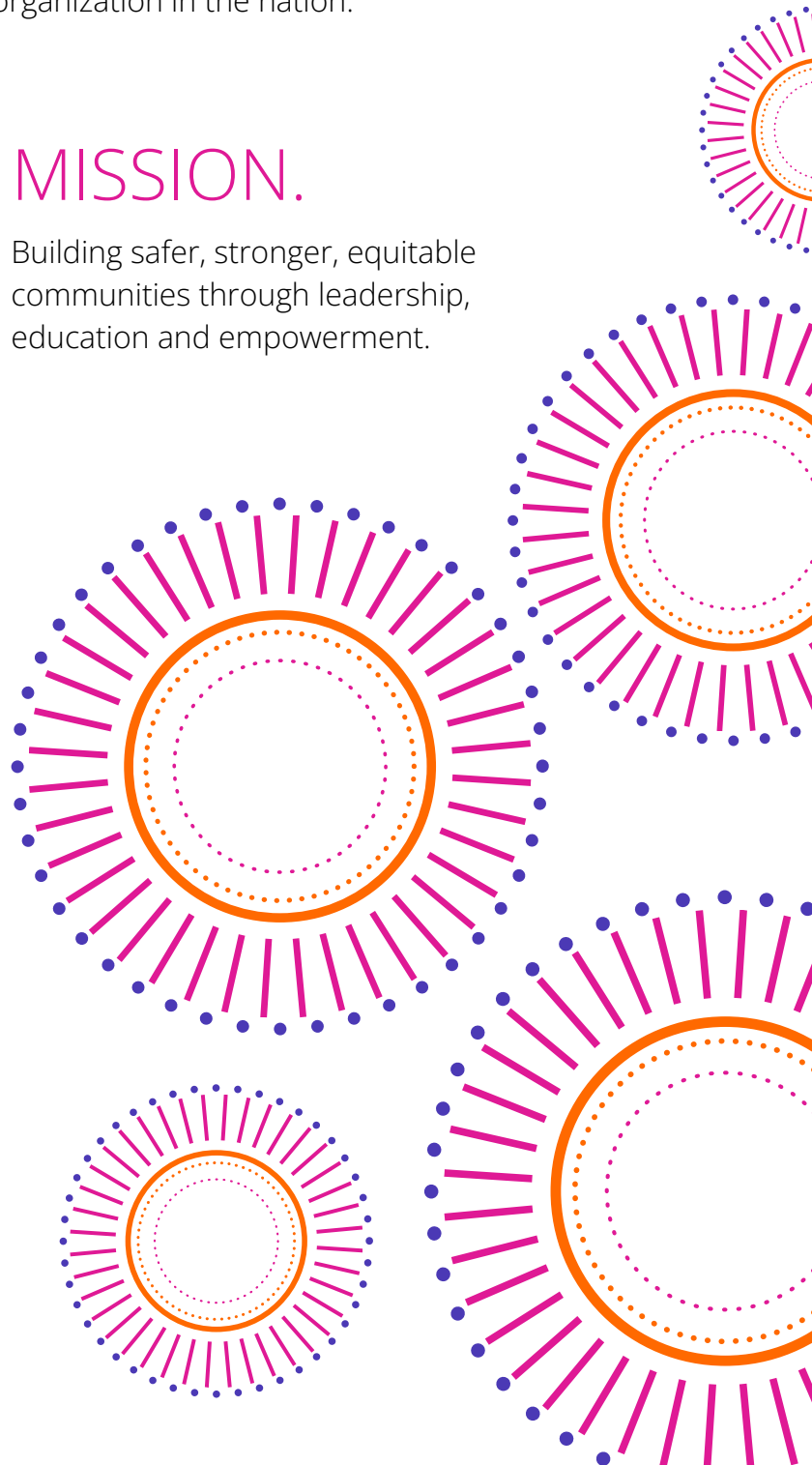
MISSION.

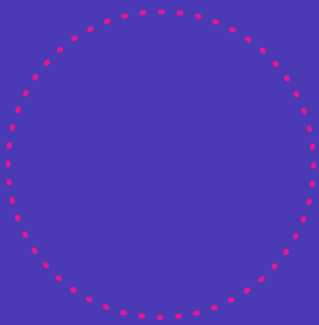
Building safer, stronger, equitable communities through leadership, education and empowerment.

VALUES.

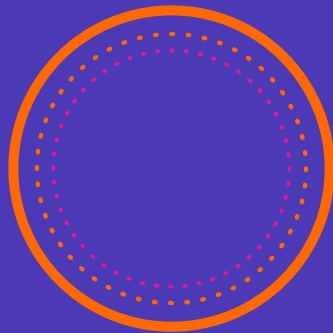
We are guided by the values of:

- excellence
- empowerment
- inclusion
- innovation
- equity
- heart

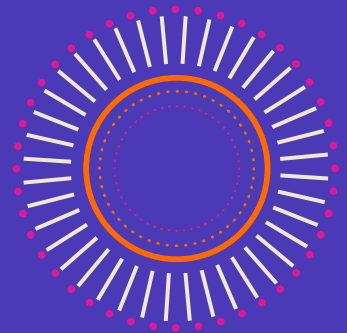




LEAD.

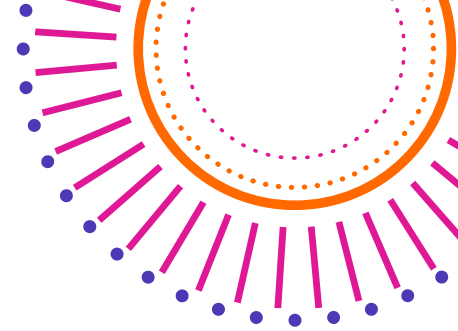


GROW.



TRANSFORM.

STRATEGIC PLAN AT A GLANCE



LEAD

Position YWCA Edmonton as an equitable employer of choice, fostering a supportive, inclusive environment for professional growth and development.

Develop strategic partnerships that align with our mission, supporting collaborative initiatives and community-building.

Model leadership rooted in intersectional feminism and values of Inclusion, Diversity, Equity and Accessibility (IDEA).

GROW

Reimagine Camp Yowochas as a sustainable social enterprise, enhancing infrastructure and programming while supporting reconciliation work.

Expand innovative programming and services to address community needs.

Achieve financial sustainability by diversifying revenue and building Capital & Operating Reserve funds.

Expand volunteer engagement to create meaningful opportunities for corporate and community involvement.

TRANSFORM

Drive systemic change by addressing barriers for equity-seeking communities, with a focus on Truth and Reconciliation.

Empower young leaders by prioritizing leadership development.

Expand financial empowerment programs to help women, girls, and equity-seeking communities achieve independence.

Lead efforts to end gender-based violence through expanded support services, advocacy, and partnerships.

Establish YWCA Edmonton as a leading voice for equity and social justice through policy and community engagement.

LEAD

Objective: To position YWCA Edmonton as a community leader through partnerships, advocacy, and a commitment to inclusion, diversity, equity, and accessibility (IDEA).

1

Equitable Employer of Choice

YWCA Edmonton is committed to building a diverse and equitable workforce, ensuring that every employee has the opportunity to grow, develop, and feel valued within the organization. By conducting a thorough compensation review and prioritizing professional development, we will create a workplace culture that reflects our values of inclusion and empowerment. This commitment is critical to attracting and retaining talent and establishing YWCA Edmonton as an employer of choice in the non-profit sector.

2

Develop and Nurture Partnerships

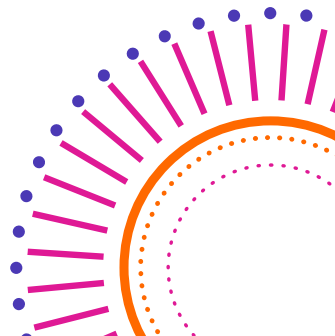
Strong partnerships are key to YWCA Edmonton's long-term success. We aim to cultivate relationships with organizations and individuals who share our commitment to equity and social justice. These partnerships will focus on collaborative initiatives that support our programming, advocacy, and community-building efforts, creating a network of allies who will help amplify our impact across the region.

- **Collaborating with Alberta YWCAs and YWCA Canada:** Through ongoing bi-weekly meetings with other Alberta YWCAs, we ensure alignment on shared advocacy goals, best practices, and strategic initiatives. This partnership strengthens our ability to drive collective impact across the province.
- **Strategic Joint Initiatives:** These regular collaborations enable the Alberta YWCAs to jointly address systemic issues like gender-based violence, financial empowerment, and reconciliation through coordinated advocacy campaigns and resource-sharing.

3

Leadership in IDEA (Inclusion, Diversity, Equity & Accessibility)

By embedding intersectional feminism and IDEA principles into our leadership approach, YWCA Edmonton will not only model the inclusive leadership we want to see in the world but also offer resources and support to other organizations on their journey toward equity. Our commitment to IDEA is not just about internal culture; it's about creating ripple effects in the broader community through our programs, partnerships, and advocacy efforts.



GROW

Objective: To expand YWCA Edmonton's impact through innovative programs, sustainable social enterprise development at Camp Yowochas, financial resilience, and deeper volunteer engagement.



Reimagining Camp Yowochas

Camp Yowochas has long been a cornerstone of YWCA Edmonton's community impact. Now, we seek to transform it into a sustainable social enterprise that will generate revenue to support our broader mission. Through a carefully developed master plan and fundraising strategy, we will enhance the camp's infrastructure, expand its programming, and position it as a leader in Indigenous Land-Based Learning and Allyship. This approach will allow us to maximize the camp's potential while staying true to our commitment to reconciliation and environmental sustainability.



Programming & Services

YWCA Edmonton's programs are designed to meet the evolving needs of our communities while ensuring that all services are accessible, inclusive, and innovative. We will continue to develop new, evidence-based programs that address critical social issues, such as mental health support, gender-based violence prevention, and youth leadership development. These programs will not only transform the lives of those we serve but also strengthen the communities in which they live.

- **Inclusive Programming:** Expand services to support women, girls, and gender-diverse individuals, with a particular focus on programs that address trauma, financial empowerment, and leadership.
- **Innovative Approaches:** Develop new methodologies that enhance program delivery, ensuring that YWCA Edmonton remains at the forefront of social services in Alberta.



GROW

3

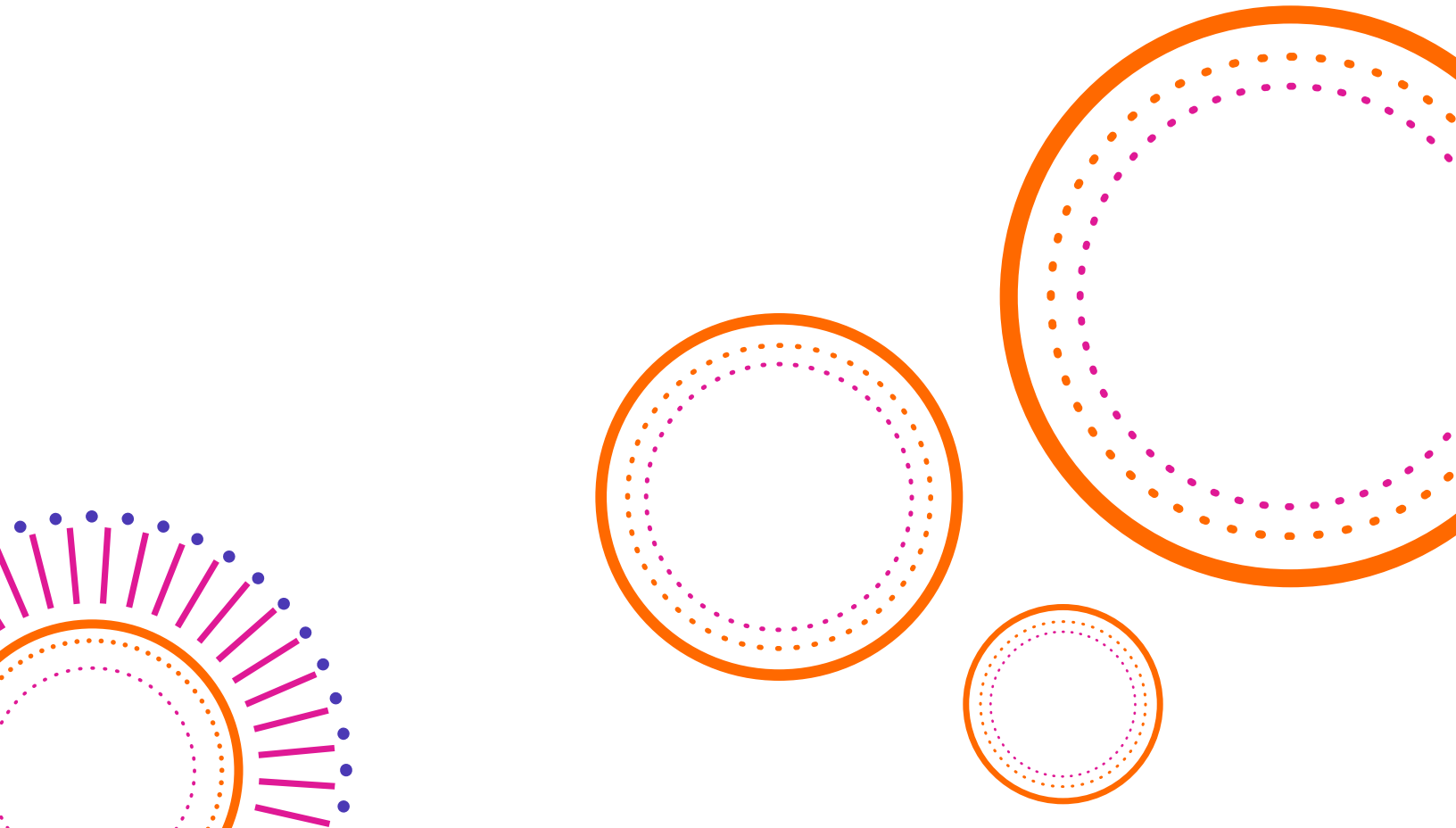
Capital & Operating Savings

Financial sustainability is a top priority for YWCA Edmonton. To protect the organization from future financial uncertainties, we will continue to diversify our revenue sources and establish a \$1M reserve fund, ensuring that we can continue to deliver critical services even in times of economic hardship. This reserve will be built through strategic savings and prudent financial planning, informed by best practices from other leading organizations in the non-profit sector.

4

Volunteer Engagement

Volunteers are the heart of YWCA Edmonton's community, and we are committed to providing meaningful and impactful opportunities for engagement. By expanding our volunteer management system, we will create a framework for increased participation from both corporate and community volunteers. This will not only help us deliver on our mission but also build a deeper sense of connection and ownership among our volunteers, making them true partners in our success.



TRANSFORM

Objective: To drive systemic change by embedding Truth & Reconciliation into our work, empowering young leaders, promoting financial independence, working to end gender-based violence, and being a leading voice for equity and social justice.



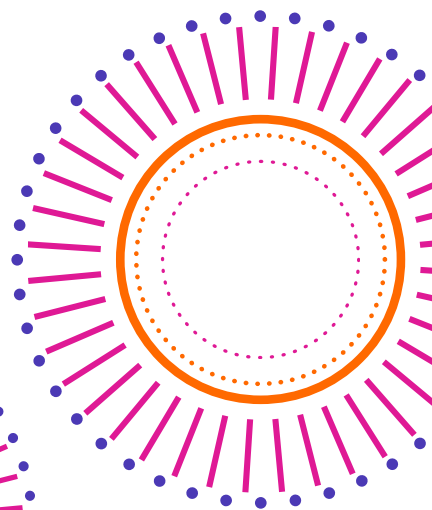
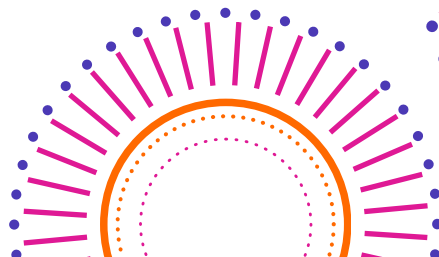
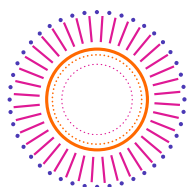
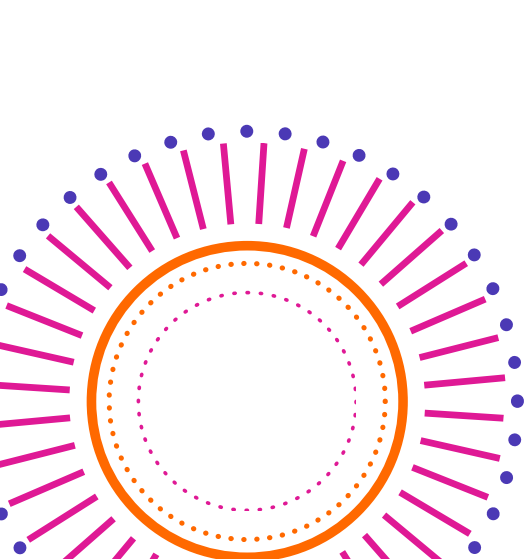
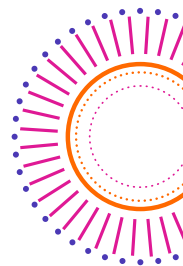
Systemic Change and Truth & Reconciliation

YWCA Edmonton recognizes that meaningful, long-term change must address the systemic barriers faced by Indigenous communities and other equity-seeking groups. Through our Truth and Reconciliation Action Plan, we will embed Indigenous ways of knowing into our programming and partnerships, with plans for Indigenous land-based learning at Camp Yowochas. These initiatives will set a precedent for how we approach reconciliation across all areas of our work, positioning YWCA Edmonton as a leader in this space.



Young Leaders Development & Empowerment

Our focus on developing young leaders will prioritize leadership skills and mental health, with a specific emphasis on empowering young women and gender-diverse individuals. By developing targeted programs, like conferences and leadership certification programs, we will ensure that the next generation of leaders has the tools, confidence, and opportunities they need to make a lasting impact in their communities.



TRANSFORM



Financial Empowerment for Women, Girls, and Equity-Seeking Communities

Financial empowerment is a critical component of YWCA Edmonton's mission to foster independence and break the cycle of systemic barriers. We will continue to expand our financial literacy programs, focusing on providing women, girls, and equity-seeking individuals with the tools and knowledge they need to achieve financial independence. By offering specialized programs that address the unique financial challenges faced by equity-seeking communities, we will help overcome systemic barriers and create sustainable, independent futures.



Ending Gender-Based Violence

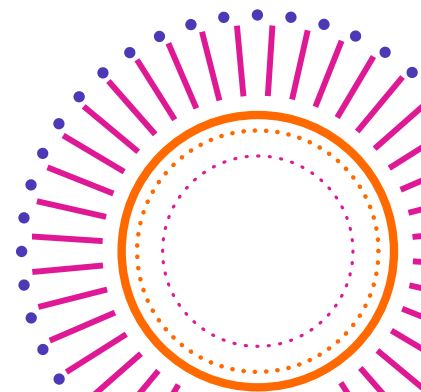
Ending gender-based violence is at the core of YWCA Edmonton's mission. Through expanded programming, advocacy, and partnerships, we will continue to lead efforts to prevent violence and support survivors. This includes broadening the reach of our Remote Shelter Program and working closely with policymakers to drive systemic change that protects vulnerable individuals and creates safer, more inclusive communities.



Leading Voice for Equity & Social Justice

YWCA Edmonton will continue to lead advocacy efforts for equity and social justice at both the community and provincial levels. By leveraging our partnerships, storytelling, and data, we will amplify the voices of those who are marginalized and ensure that the issues facing women, girls, and gender-diverse individuals are prioritized.

- **Advocacy & Policy Influence:** Strengthen our role as a leading voice in public policy, advocating for laws and policies that advance gender equity, prevent violence, and promote social justice.
- **Community Engagement:** Build alliances with local and provincial stakeholders to drive collaborative action toward systemic change, creating more equitable communities for all.



STRATEGIC INTENT

We will achieve our mission by focusing on:

- Building a workforce that embodies our commitment to equity through an employer of choice initiative.
- Expanding our leadership in IDEA and fostering partnerships that drive community-building.
- Developing sustainable programming through social enterprises like Camp Yowochas.
- Driving systemic change through reconciliation, financial empowerment, and gender-based violence prevention.

The key focus areas to achieve our Strategic Intent include:

- *Gender Equity:* Focused on creating a world free of gender-based violence and promoting gender equity through leadership and advocacy.
- *Reconciliation:* Integrating Indigenous ways of knowing into our programs and services, with a particular focus on allyship and land-based learning.
- *Developing Young Leaders:* Prioritizing leadership, mental health, and empowerment of young women and gender-diverse individuals.
- *Financial Empowerment:* Expanding financial literacy and independence programs for women, girls, and equity-seeking communities.
- *Sustainability:* Establishing a \$1M reserve fund and transforming Camp Yowochas into a sustainable social enterprise.

EXECUTION

We will execute our strategy through the following frameworks, resources, and systems:


- *Collaborative Leadership:* Ongoing bi-weekly meetings with Alberta YWCAs to align on advocacy goals and best practices.
- *Partnerships:* Developing relationships with Indigenous communities, corporate sponsors, and policymakers to support our programs and advocacy efforts.
- *Financial Resources:* Raising funds through a capital campaign for Camp Yowochas and expanding corporate partnerships to meet our \$1M savings goal.
- *Technology & Data:* Leveraging new technology, program delivery tools, and data analytics to improve programming and outreach.
- *Leadership in IDEA:* Ensuring every program and initiative aligns with the principles of Inclusion, Diversity, Equity, and Accessibility.

We will measure success by tracking:

- *Workforce Engagement:* Employee satisfaction, professional development participation rates, and staff retention.
- *Financial Growth:* Achievement of the \$1M capital reserve fund and increased revenue from Camp Yowochas as a social enterprise.
- *Program Impact:* Participant feedback and program expansion in financial literacy, young leaders development, and trauma support.
- *Advocacy & Systemic Change:* Number of policy wins, collaborative efforts with other YWCAs, and impact of gender-based violence prevention campaigns.
- *Reconciliation:* Progress toward integrating Indigenous knowledge into all programs.

Over the next five years, YWCA Edmonton's strategic plan will serve as a roadmap for growth, sustainability, and transformation. By prioritizing leadership in equity and inclusion, financial sustainability, and systemic change, we will deepen our impact in the communities we serve. Our focus on leadership in IDEA, financial sustainability, and strategic partnerships will drive long-term systemic change and ensure we continue to grow and innovate.

As we embark on this journey, we remain grounded in our values of excellence, empowerment, and innovation, while constantly striving to create a world with equity, opportunity, and choice for all. Our ongoing commitment to equity will ensure that we continue to create a world where all individuals are safe, empowered, and able to thrive.

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