



STRATEGIC PLAN

2026 - 2029

The interVivos Story

interVivos' Origin

interVivos, derived from the Latin term “from one person to another,” began in 2003 as part of the Canadian Unity Council’s Young Leaders’ Committee. The committee led the Young Leaders’ Dialogue Series, hosting luncheons that brought together members of the business, political, and non-profit sectors with students and young professionals to discuss key public issues, including post-secondary education and Indigenous concerns.

In 2006, following the cessation of federal funding for the Canadian Unity Council, members of the Edmonton-based committee sought to continue fostering meaningful dialogue and leadership development within the community. This effort resulted in the establishment of interVivos as an independent, Edmonton-based non-profit organization in November 2006.

Since its inception, interVivos has become a recognized platform for leadership development and community connection in Edmonton. Over time, it has evolved from a dialogue-focused initiative into an organization best known for its mentorship programs and community engagement events, while remaining grounded in its original purpose of fostering informed, respectful, and non-partisan dialogue. To date, over 800 protégés and volunteer mentors have participated in interVivos programs.

Vision Statement

"A generation of inspired and informed leaders."

Mission Statement

"To cultivate leadership through dialogue, engagement, and mentorship."

Core Values

Inclusivity: We provide a welcoming and accessible space to foster collaborative and thought-provoking dialogue.

Collaboration: We aim to cultivate a culture of collaboration and innovation, fostering engaging, impact-driven, thought-provoking, and transformative interactions.

Empowering: We foster growth by embracing change with adaptability and integrity.

Non-partisan: We ensure that our professional conduct remains impartial, focused on delivering fair and equitable experiences for our members, regardless of political affiliation.

Understanding interVivos' Landscape

Overview

interVivos is an Edmonton-based non-profit, non-partisan organization established in 2006 and run entirely by volunteers. The organization is supported by an all-volunteer administrative board, as well as students and interns from local universities, and works in collaboration with advisors to help guide organizational direction. With support from local businesses and community leaders, interVivos operates with a low-cost model while advancing its mission and vision.

interVivos delivers leadership development primarily through mentorship programming and community engagement events. Its mentorship program brings together Edmontonians from diverse professional, cultural and demographic backgrounds to support mutual learning and personal and professional growth. The organization has developed specialized mentorship initiatives for female, trans, gender-diverse, BIPOC, and 2SLGBTQ+ individuals, with check-ins and resources provided throughout the program to support participant engagement. In addition, interVivos organizes community engagement events that address important local issues and promote respectful, non-partisan dialogue, providing opportunities for participants to engage with speakers, exchange perspectives, and build connections in a safe and inclusive environment aligned with its mission.

Since its establishment, interVivos has been a consistent presence in Edmonton's community. Over 800 protégés and volunteer mentors have participated in its mentorship programs, with mentors sourced through professional networks, board members, and community referrals. Following its return to in-person programming in 2023, interVivos successfully relaunched mentorship initiatives. Participant feedback highlights the value of relationship-building, career support, and increased cultural awareness, while also identifying opportunities for increased transparency and clearer program structure.

Recent community engagement events further demonstrate interVivos' continued relevance. In 2024, the organization hosted a Party & Mixer to celebrate its 18th anniversary, bringing together past participants from its mentorship and community programs. In April 2025, interVivos hosted A Federal Affair, a community dialogue focused on key federal election issues including cost of living, trade and tariffs, housing, immigration, energy and environment, and truth and reconciliation. Attendees reviewed issue backgrounders in advance and participated in guided discussions led by experts, with an emphasis on respectful, non-partisan dialogue. Later in 2025, A Municipal Affair featured interactive

activities, small-group discussions with rotating speakers, structured debriefs, and networking opportunities focused on safety, affordability and taxes, accountability, and the local economy and innovation. Across community events, participants reported positive experiences, citing opportunities to connect with speakers, expand professional networks, and engage in meaningful discussion within a safe and inclusive environment.

The broader non-profit landscape presents ongoing challenges. The non-profit sector accounts for 8.2% of Canada's GDP and 5.8% of Alberta's GDP, yet volunteer participation and donation rates have declined. From 2018 to 2023, the overall volunteer rate and number of hours dedicated to volunteering decreased, while total donation amounts remained relatively unchanged despite a decline in the number of donors. For organizations like interVivos that are entirely volunteer-run, declining participation creates capacity constraints and increases reliance on financial resources to sustain operations.

Emerging trends, including artificial intelligence and broader technological change, are expected to impact the non-profit sector. While the implications remain uncertain, these developments may present opportunities to reduce administrative burden and operating costs for smaller organizations such as interVivos. At the same time, there is an increasing need for accessible forums that help leaders understand and respond to rapid change.

Despite these challenges, interVivos has demonstrated resilience through past periods of change. As a platform for dialogue, leadership development, and community connection, the organization remains well-positioned to leverage partnerships and programming to address emerging issues and strengthen civic participation.

Situational Analysis

Strengths: Strong Community and Network: Established relationships with sponsors, mentors, community partners, and a vast professional network, promoting cross-sector connections Engaged and Consistent Operations: An active Board of Directors, dedicated volunteers, and high levels of participant engagement in events and programs, supported by positive feedback and a strong online presence. Reputation, Credibility, and Innovation: A deep-rooted history and respected reputation in the community, with a strong brand and commitment to innovation through flexible programming, diverse perspectives, and capacity-building initiatives.	Weaknesses: Resource and Capacity Limitations: Limited board capacity, volunteer-run operations, and dependence on a small team create challenges in scaling and implementing new initiatives. Financial Constraints: Limited funding sources and reliance on donations & sponsors may hinder growth and program expansion. Board Engagement and Operational Clarity: Board members often lack the necessary nonprofit experience and understanding of their roles, resulting in operational inefficiencies and challenges in executing strategic goals.
Opportunities: Expansion of Partnerships and Networks: Collaborate with local non-profits, businesses, and community organizations, and leverage the networks of the board, advisors, and volunteers to enhance funding, resources, and mentorship opportunities. Targeted Outreach and Program Expansion: Increase engagement with underrepresented groups and universities to attract diverse mentors and mentees while expanding programs to focus on specific industries or demographics. Digital Engagement and Community Involvement: Strengthen the organization's online presence and digital mentorship options to reach a wider audience and enhance community engagement activities year-round.	Threats: Financial Challenges: Declining donations, increasing subscription fees, and competition for funding from other local non-profits create financial pressures, especially during economic downturns. Engagement Challenges and Fatigue: Declining interest in discussions, short attention spans, and volunteer fatigue pose risks to maintaining active participation and volunteer involvement, especially in an environment of political and economic apathy. Political Sensitivity and Trust Challenges: Navigating the increasing pressure for apolitical organizations to take a stance, the challenges of remaining non-partisan, and the risk of misinformation and bad faith actors in a polarized environment undermine trust and complicate engagement efforts.

Strategic Imperatives

Modes of Assessment:

KPI results will be measured using both **survey-based feedback** and **actual outcomes**.

- **Survey feedback:** Results will be gathered through surveys distributed to participants after events or activities. These surveys will capture participant perspectives on satisfaction, experience, perceived value, learning, engagement, and other qualitative or rating-based indicators tied to the KPI.
- **Actual outcomes:** Results will also be measured using observable and trackable data points generated through participation and program delivery. This may include metrics such as attendance, registration numbers, participation rates, completion rates, repeat engagement, mentor-protégé matches, sponsorship secured, or other measurable outputs and outcomes relevant to the KPI.

Participants:

Includes, but is not limited to, all individuals involved in events and activities, such as attendees, board members, volunteers, speakers, mentors, protégés, and advisors.

A. Foster Equity, Diversity, Inclusion, and Accessibility (EDIA)

Affirm EDIA objectives that expand on existing structures and processes to foster an environment of inclusion, empowerment, and meaningful participation from diverse backgrounds.

Goals	Strategies	Outcomes	Key Performance Indicators (KPIs)
Foster an Inclusive and Empowering Environment	1) Develop Community Engagement events with new topics 2) Create more events and/or programs that actively involve diverse communities 3) Increase accessibility and user-friendliness of communication channels	Increased participation from different communities	Increase participants from diverse backgrounds by 20% (i.e., surveys)

Establish EDIA Structures and Processes	1) Implement EDIA roadmap 2) Deliver EDIA training intentionally for board members and volunteers	EDIA programs and opportunities offered to participants	Assess number of EDIA initiatives completed in alignment with the EDIA roadmap objectives (<i>i.e., actual outcomes</i>) 100% turnout to training for board members and volunteers (<i>i.e., actual outcomes</i>)
Encourage Diverse Board and Advisor Representation	1) Finding new avenues to recruit individuals from different backgrounds	When the interVivos board and advisors are representative of the diverse voices in Edmonton	Maintain at least 50% of diverse individuals on the board and as advisors (<i>i.e., actual outcomes</i>)

B. Strengthening Stakeholder Engagement

Engaging internal and external stakeholders through collaboration with advisors in strategic decision-making, enhancing participant engagement, and leveraging community partnerships through strategic network weaving.

Goals	Strategies	Outcomes	Key Performance Indicators (KPIs)
Deepen the Participant's Experience	1) Provide more networking opportunities for participants 2) Encourage continued involvement (<i>i.e.</i> alumni network)	More active engagement from participants and a community of connected professionals	90% meaningful participants' experience (<i>i.e., surveys</i>) Increase participant referrals by 20% (<i>i.e., surveys</i>) Established alumni network with quarterly engagement (<i>i.e., actual outcomes</i>)
Broaden Community Partnerships	1) Explore strategic network weaving	Leverage partners to expand network and	20% new partnerships created (<i>i.e., actual</i>

	opportunities 2) Develop community engagement and partnership strategy	benefit the community	<i>outcomes)</i> 80% retention of community partners (<i>i.e., actual outcomes</i>)
Engage Current & Prospective Advisors	1) Develop advisor engagement strategy 2) Maintain consistent communication to keep advisors informed.	Strengthened coordination with advisors	Quarterly engagement with advisors (<i>i.e., actual outcomes</i>)

C. Achieving Operational Excellence and Optimization

Driven by financial sustainability through effective management, strategic marketing alignment, and enhancing organizational capacity by fostering diverse, engaged contributions from all stakeholders.

Goals	Strategies	Outcomes	Key Performance Indicators (KPIs)
Ensure Financial Viability	1) Research fund development strategies 2) Strengthen ongoing financial planning and management	Stable and diversified funding to support ongoing operations	Positive cash flow, working capital, and net assets (<i>i.e., actual outcomes</i>) Increase active funding partners and sponsors by 20% (<i>i.e., actual outcomes</i>)
Optimize Marketing & Communications Activities	1) Develop communication strategy 2) Advance social media initiatives	Expanded reach in the community through strategic content and campaigns	Increase social media reach & growth by 20% (<i>i.e., actual outcomes</i>)
Strengthen Board Capacity and Effectiveness	1) Develop recruitment strategy 2) Enhance and integrate onboarding	Increased engagement and accountability from board members	100% onboarding and training satisfaction (<i>i.e., survey</i>) Achieve 80% board

	documents into a comprehensive, engaging and accessible process 3) Encourage learning and development by providing meaningful opportunities		member retention for full-term service (<i>i.e., actual outcomes</i>)
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