



# 2026 - 2028 STRATEGIC PLAN

[www.winsyyc.ca](http://www.winsyyc.ca)

Women in Need Society  
**WINS** 



# EXECUTIVE SUMMARY

This strategic plan is rooted in a single, powerful vision: a community where all women thrive and build strong, resilient families.

## Our Strategic Priorities

WINS remains steadfast in pursuing three key goals that drive our mission forward:

1. **Sustainable Growth** - Expanding our impact and ensuring long-term stability.
2. **Strengthening Brand Equity** - Deepening trust, recognition and awareness within our community.
3. **A Great Place for All** - Fostering an inclusive, empowering environment for our teams, partners and those we serve.

## WINS VALUES PEOPLE AND POSSIBILITY

At WINS, we celebrate each person's uniqueness - recognizing that every journey is different and every need is personal. This belief is at the heart of everything we do in the community. For more than 30 years, our thriving thrift-based social enterprise has empowered us to respond with compassion, speed, and purpose to the evolving needs of women and families in Calgary. By championing a circular economy and generating over 70% of our revenue through this sustainable model, WINS remains agile - ready to provide meaningful support when and where it's needed most.

## GROWING IMPACT, GROWING COMMUNITY

Impact continues to expand, in 2024 alone, we reached more than 27,00 people through our community programs, provided over \$1 million worth of essential goods at no cost, and diverted 7.1 million pounds of items from Calgary landfills-helping both people and planet thrive. As the social needs in Calgary continue to rise, WINS is responding with purpose. Our updated strategic plan is designed to strengthen connections — ensuring that women and their families have access to the resources, opportunities, and support they need to build resilient, thriving lives.

*Thanks to cash contributions of new or gently used items, store purchases, and volunteer efforts, WINS can continue its impactful work in the city. With support from existing new partners and donors, WINS can achieve even greater results!*



# OUR MISSION & VISION

## our mission

Connecting women and their families with resources to thrive.

## our vision

All women thriving and building resilient families.





# Community Impact

helping women and their families locally

The Women in Need Society of Calgary (WINS) was born from the vision of one woman over thirty years ago. Finding herself in need at a local women's shelter, she quickly saw that the shelter lacked sufficient items for herself and her children and was determined to change this for others who were in the same situation. She formed a coalition with the Calgary women's shelters to create the first WINS' thrift store, providing women and their families with a dignified way to access necessary items for free.

Since then, WINS has expanded and evolved its mission. Today, WINS helps women and their families overcome poverty, social isolation, employment barriers, gender inequality, gender-based violence, and more all while supporting environmentalism in Calgary.

WINS guides women and their families on a journey toward thriving. The organization's Community Supports are designed to connect individuals with resources to thrive, offer skill-enhancing programs, emotional support, and career development. A dedicated team of Community and Employment Support Workers and Program Facilitators assist at every step using three pillars of support.





# Three Pillars of Support:

## WINS CONNECTIONS

Through Community Connections, women and their families are assisted to meet their basic needs, access information, develop coping skills, build a positive self-concept, and expand their social networks. They gain the knowledge, self-efficacy, social support, and self-esteem needed to pursue opportunities such as furthering their education or gaining employment, helping them to become more self-sufficient.

## WINS PROGRAMMING

Women and their families, regardless of their diverse backgrounds, receive support through learning and recreational opportunities designed to foster an environment where they can thrive. These programs are offered in a safe space where participants can build confidence, skills, and community. The goal is to support individuals in engaging with their communities in meaningful and personalized ways.

## WINS EMPLOYMENT SERVICES

Participants from diverse backgrounds receive support through tailored learning opportunities designed to boost their confidence and develop essential job skills. The goal is to prepare them with the skills and confidence required to secure and maintain employment in the Retail or Warehouse industry.





# OUR VALUES

WINS Community Supports are available at five Community Resource Hubs, two within Calgary Housing Complexes and three connected to WINS Thrift Stores. Additionally, there are five Employment Services classrooms across various WINS locations.

Below are WINS' values; these are our principles and standards of behaviour, and are at the very core of who we are as an organization:



## **INTEGRITY**

Our actions match our words. We do what we say, and say what we mean.



## **DIVERSITY**

Diversity makes us stronger. We welcome and respect different people, perspectives and experiences.



## **SUSTAINABILITY**

We are kind to people and the planet. Our actions today impact our world tomorrow.



## **COLLABORATION**

We are better together. Working as a team, we strive for excellence in all we do.



## **INNOVATION**

We imagine the possibilities. We continuously strive towards a greater impact.



# WINS and Sustainability

## WINS IMPACT AT A GLANCE 2023 DATA

27,000+

individuals positively impacted by WINS

54,000+

supports provided by WINS to Calgarian in need

29,000+

hours donated by individual and group volunteers

1 MILLION+

dollars' worth of free basic needs distributed through House to Home Programs

2,900+

number of children supported through our Community Resource Hubs

7.1 MILLION

pounds of items diverted from Calgary landfills

WINS aligns with all 17 of the United Nations' Sustainable Development Goals (SDGs) but the 10 we strive to impact locally are:

### Environmental

11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



### Social

1 NO POVERTY



2 ZERO HUNGER



### Social

3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



10 REDUCED INEQUALITIES



### Governance

8 DECENT WORK AND ECONOMIC GROWTH



17 PARTNERSHIPS FOR THE GOALS



SDG Image Source: <https://www.un.org/sustainabledevelopment/news/communications-material/>

# Together, Everyone WINS!



WINS' greatest asset is its people. The organization fosters a strong sense of community, with every member dedicated to WINS' vision of helping women thrive and building resilient families. As a safe, barrier-free employer, WINS values diversity and inclusion, with many of its employees first coming to WINS as participants in our community programs through its own community supports. Each role brings significant value to the community, and every team member is essential to WINS' mission, working together to build a stronger, more resilient Calgary.

## **WINS AS AN EMPLOYER**

WINS takes immense pride in its team - a group of more than 170 Calgarians whose diverse life experiences, talents, and perspectives strengthen our organization every day. Together, they make WINS strong, agile, and resilient. Our team's dedication, creativity, and hard work drive everything we achieve. It's their collective passion and commitment that power WINS' success - and without them, our impact in the community simply wouldn't be possible.

## **VOLUNTEERISM**

At WINS, volunteers are the heartbeat of our mission, generously sharing their time, energy, and talents to make a difference. Many are community members who share our values and passion for helping others, bringing enthusiasm, lived experience, and diverse perspectives that strengthen our work every day. Through their contributions, WINS' volunteers deepen community connections, enrich our programs, and help create a stronger sense of belonging.

Our volunteer program offers meaningful opportunities for people to give back while supporting WINS' vision of women and families thriving together.







## PARTNERS

WINS is proud to collaborate with an incredible network of partners - from local organizations to national supporters - who make it possible for us to meet the needs of Calgarians every day. Whether contributing time, products, funding, or hosting third-party events, our partners play a vital role in advancing WINS' mission and fueling our growth. Together, we're building more than partnerships - we're fostering a shared spirit of community, compassion, and collective impact.

## FUTURE PLANS

WINS' three-year plan centers on investing in the growth and well-being of its stakeholders. The collective contribution of WINS' teams shape the organization's future and ensure its sustained success. Their effort and commitment continue to create a brighter future for WINS' communities. As WINS expands and grows, the organization plans to increase its employees, volunteers, and partners to include more diverse perspectives, leveraging these unique experiences to better support the women and families they serve. Another key priority is to strengthen WINS' brand awareness and visibility, ensuring that more people recognize who WINS is, what it does, and the positive impact it creates in the community.







# Equity, Diversity, and Inclusion

WINS is committed to equity, diversity, and inclusion, recognizing that every person has a right to equal treatment, and that the organization benefits from diverse backgrounds, perspectives, and experiences. Building an equitable, diverse, and inclusive organization means ensuring that every person has a voice and that every voice is heard.

WINS aspires to create a community and a world where everyone is treated with equality and respect. The organization takes pride in its dynamic team, which includes individuals from all walks of life. WINS fosters a diverse and inclusive environment through continuous, active engagement with all colleagues, volunteers, and those seek our support.

WINS will continuously learn about issues related to equity-seeking groups, including but not limited to those represented by race, sex, age, physical disabilities, sexual orientation, gender identity, neurodiversity, and socioeconomic status. In the spirit of reconciliation, WINS is dedicated to being an ally to Indigenous Communities.



*"I really enjoy my work here at WINS, I love what I do and I'm thankful to be part of the team. Our manager is an awesome person and wise leader, who motivates by example, encourages everyone and share her energy."*



# Social Enterprise and Environment

WINS is proud to be a charity running a successful thrift social enterprise, that accounts for over 70% of its annual revenue. This enterprise thrives thanks to community support through cash and item donations, volunteer efforts, and partnerships with other organizations and local companies.

WINS believes its model offers a forward-looking approach for non-profits in Canada. The revenue from the social enterprise gives WINS the flexibility and agility needed to tailor its community support to meet the unique needs of the women and families it serves.



At WINS, kindness extends not only to people but also to the planet. Reducing the collective impact on the environment is an essential part of WINS' work. Through efforts in reusing, repurposing, and recycling, WINS prevents millions of pounds of items from reaching Calgary landfills each year.

As WINS expands, it will further enhance its environmental impact in Calgary. Committed to environmentalism as one of its core focuses, WINS plans to boost recycling efforts, forge new strategic partnerships centered on sustainability and the circular economy, and explore innovative revenue streams.

WINS also plans to bring sustainable shopping and easily accessible donation centers to even more Calgary communities.



## Strategic Goal #1

# Sustainable Growth

**WINS is deepening its leadership in poverty alleviation and gender equity, ensuring that women and their families have the resources, opportunities, and community support they need to thrive. As more Calgarians face affordability pressures and employment barriers, WINS continues to innovate - strengthening its programs, expanding its social enterprise, and diversifying revenue to ensure long-term sustainability.**

### OUR COMMITMENT

WINS remains focused on intentional, community-driven growth. By expanding programs where needs are greatest, strengthening our social enterprise, and building new pathways for revenue growth and relationship building, WINS will continue to deliver high-impact support to those navigating poverty and gender inequity. This strategic direction ensures we can respond quickly to emerging challenges while offering meaningful, long-lasting solutions.



## OUR PRIORITIES

- Deepen WINS' reach through growth and diversification
- Strengthen collaboration with community, public, and private partners
- Scale revenue generation to support WINS' sustainable operations
- Lead Calgary's transition toward a circular, more sustainable economy
- Expand programs and services in answer to community needs

## HOW WE'LL GET THERE

- Pursue new opportunities for program and enterprise expansion
- Build strong, strategic partnerships
- Increase community engagement across Calgary
- Implement deeper circular-economy practices and initiatives
- Develop new and diversified revenue streams

## WHAT SUCCESS LOOKS LIKE

- More women and families gaining stability, confidence, and opportunity
- Measurable growth in WINS' community impact
- Stronger engagement from donors, volunteers, shoppers, and partners
- New partnerships advancing WINS' mission and innovation
- Sustainable, diversified revenue growth
- Additional WINS locations improving community access
- Organizational agility to meet community needs as they evolve





## Strategic Goal #2

# Strengthen Brand Equity

**WINS is building a bold, trusted, and widely recognized brand-one that reflects its role as both a community support leader and a thriving circular- economy social enterprise.**

### **OUR COMMITMENT**

In recent years, WINS has significantly expanded its reach and recognition. Calgarians increasingly understand that when they donate, volunteer, shop, or engage with WINS, they are directly contributing to poverty reduction, sustainability, gender equity, and community well-being. WINS will continue to elevate its visibility, strengthen its message, and position itself as a leader in both social impact and environmental stewardship.





## OUR PRIORITIES

- Grow public understanding of WINS' impact
- Strengthen awareness and consistency across all brand touchpoints
- Establish WINS as the preferred support destination for women and their families
- Position WINS as Calgary's most trusted charity and social enterprise

## HOW WE WILL GET THERE

- Clearly measure, define, and share WINS' impact across audiences
- Reinforce and elevate WINS' brand identity
- Align our dual brand (programs + social enterprise) for unified messaging
- Increase visibility in Calgary communities and expand service reach
- Highlight WINS' leadership in reuse, recycling, and environmental responsibility

## WHAT SUCCESS LOOKS LIKE:

- More Calgarians accessing WINS services, stores, and programs
- More donors choosing WINS as their charity of choice.
- WINS becoming widely recognized as a destination for impact and community.
- Calgarians choosing WINS as a partner in their circular-economy journey
- Growing community engagement, awareness, and financial support



## Strategic Goal #3

# A Great Place for All

**WINS is committed to being a place where everyone —employees, participants, donors, volunteers and shoppers- feel valued, respected, and inspired. We strive to create an environment rooted in belonging, inclusion, safety, and opportunity.**

### OUR COMMITMENT

WINS is building a community where people feel welcomed and supported the moment they walk through our doors. Guided by the principles of diversity, equity, inclusion, and belonging, WINS is dedicated to strengthening a culture where all voices matter and all individuals can thrive. Over the next three years, we will deepen these efforts by enhancing learning opportunities, prioritizing well-being, and fostering safe, empowering experiences for everyone



## OUR PRIORITIES

- Foster compassionate, values-based leadership
- Champion physical, emotional, and psychological safety
- Advance diversity, equity, inclusion, and belonging across the organization
- Support meaningful internal growth and development
- Ensure every person engaging with WINS feels appreciated and committed to advancing WINS mission and vision

## HOW WE'LL GET THERE

- Expand learning and development for all colleagues
- Strengthen communication internally and externally
- Prioritize mental health and healthy workplaces
- Offer structured, equitable growth opportunities
- Ensure WINS' values are lived and practiced daily
- Promote engagement in a culture of safety and well-being
- Create meaningful, positive interactions with everyone who engages with WINS

## WHAT SUCCESS LOOKS LIKE:

- Higher engagement and stronger retention across all groups
- A strengthened commitment to health, safety, and wellness
- A thriving learning culture that builds confidence, belonging, and inclusivity
- Every individual engaging with WINS feeling supported and valued
- Supporters who proudly advocate for WINS and our mission



# Moving Forward

WINS is embarking on an exciting new chapter, one of greater understanding, broader reach, and amplified impact. As WINS deepens its understanding of its long-term outcomes, this knowledge will continue to guide how we support women and their families, work to interrupt intergenerational poverty, and strengthen how we communicate WINS' impact. WINS is committed to communicating its work with greater clarity and purpose—demonstrating measurable impact and highlighting the distinctive approach that drives meaningful change for Calgarians. Through this, funders, donors, shoppers, and community partners will gain a clearer, more compelling picture of WINS' role in building resilient families and communities.

The next stage of WINS' journey envisions thoughtful, intentional growth—expanding our reach where and when opportunity and capacity align. To continue supporting more women and their families on the road to thriving, WINS must scale its social enterprise in sustainable and strategic ways—through the support of funders, partners, and Calgarians who share in our mission and believe in our impact. As we explore this growth, success will depend on the support of our Board, the strength of our internal teams, and the collective belief of those who stand behind WINS—financially, intellectually, and in spirit. Each new opportunity will serve as a hub of possibilities: creating employment for those facing barriers, offering affordable shopping for families, generating revenue to reinvest into community programs, and building spaces where Calgarians come together to connect, contribute, and belong.

WINS will continue to grow with intention—guided by its mission, vision, and values—and driven by innovation, collaboration, and community spirit. By thinking boldly, acting strategically, and communicating authentically, WINS will inspire greater understanding, support, and shared purpose among all who are part of its story. Together, we will ensure that every new step forward strengthens WINS' impact across Calgary, creating communities where everyone can thrive.





# WITH GRATITUDE

WINS' Strategic Plan is the result of a comprehensive process involving discussion, collaboration, group work, consultation, and a detailed analysis of the environment in which the organization operates. WINS extends gratitude to their Board of Directors, consultants, volunteers, and the entire WINS team for their generous contribution of time and expertise in developing this three-year strategic plan. WINS trusts that this plan will effectively guide them through the next three years of their journey.







Women in Need Society of Calgary (WINS)  
WINS Office  
1005 11 Ave SW Calgary, AB T2R 0G1  
403-255-5102 | [info@winsyyc.ca](mailto:info@winsyyc.ca)  
Charitable Registration No. 135 185 411 RR0001