

Annual Operating Plan 2024

YES Priorities: Young. Employees. Seniors.

Third Quarter Results

OUR VISION

Creating a vibrant and healthy community where everyone thrives, igniting their fullest potential.

OUR MISSION

The YMCA of Hamilton|Burlington|Brantford is a charitable organization that creates spaces to belong and promotes healthy living for people at all stages of life.

OUR VALUES

Caring. Honesty. Inclusion. Respect. Responsibility.

OUR CAUSE

The Y Saves Lives

OUR PRIORITIES

- **YOUNG:** Our legacy and our future
- **EMPLOYEES:** Our source of sustainable energy
- **SENIORS:** Our commitment to lifelong health

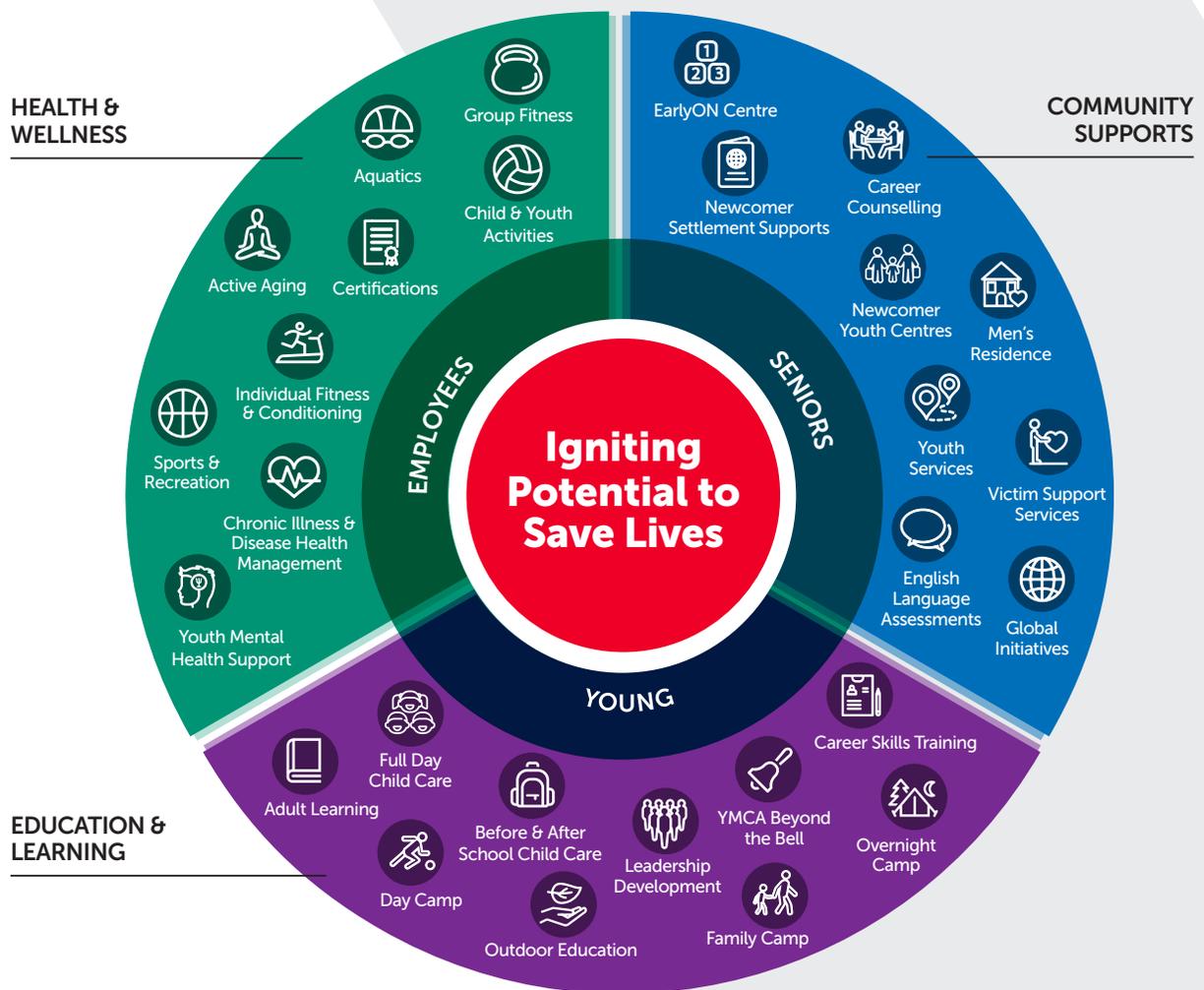
OUR GOALS

- Child and Youth Development, Focused on Those Underserved
- Positive Leadership and Culture
- Active Aging

OUR STRATEGIES

1. Child & Youth Strategy
2. Digital Transformation Strategy
3. Finance Strategy
4. Government Relations Strategy
5. Inclusion, Diversity, Equity, and Accessibility (IDEA) Strategy
6. Marketing/Communications Strategy
7. People, Leadership and Culture (PLC) Strategy
8. Philanthropy Strategy
9. Seniors Strategy

OUR YMCA ECOSYSTEM OF OFFERINGS

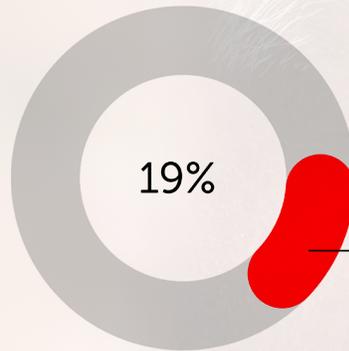


OUR COMMUNITY

Baseline Data: (Dec 2023)


83,293
 Community Members

28,995
 Enabled Access




16,058
 Community Members
 Historically and
 Currently Underserved*

* Participants living in neighbourhoods as defined by postal codes with a median household income of less than \$67,500/year are considered historically and currently underserved. The goal is to reduce and eventually eliminate the inequalities faced by these groups.

Third Quarter Results: (January - September, 2024)

Total Community Members
85,029

Total Enabled Access
28,052

Total Community Members Historically
and Currently Underserved **16,292**

Second Quarter Results: (January - June, 2024)

Total Community Members
66,159

Total Enabled Access
21,900

Total Community Members Historically
and Currently Underserved **13,328**

First Quarter Results: (January - March, 2024)

Total Community Members
51,094

Total Enabled Access
16,579

Total Community Members Historically
and Currently Underserved **9,425**

Enabled access is a method of removing financial barriers to promote inclusivity and affordability through subsidy, financial assistance, or free programming. Anyone who wants to be a participant in the community may have access to a program due to a YMCA subsidy*, a grant or government funding. Enabled access does not include promotion or marketing strategies like discounts or incentives.

*YMCA subsidy is a method of reducing financial barriers to promote inclusivity and affordability through direct subsidy or membership assistance. YMCA subsidy is directly supported by donors and funders.

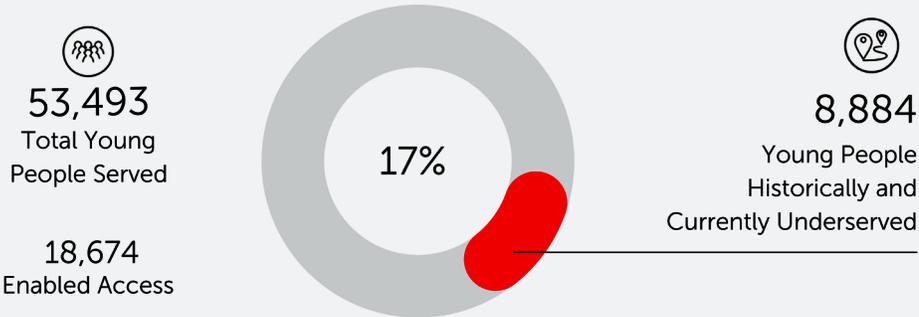


PRIORITY #1: YOUNG OUR LEGACY AND FUTURE

Goal: Child and Youth development, focused on those underserved

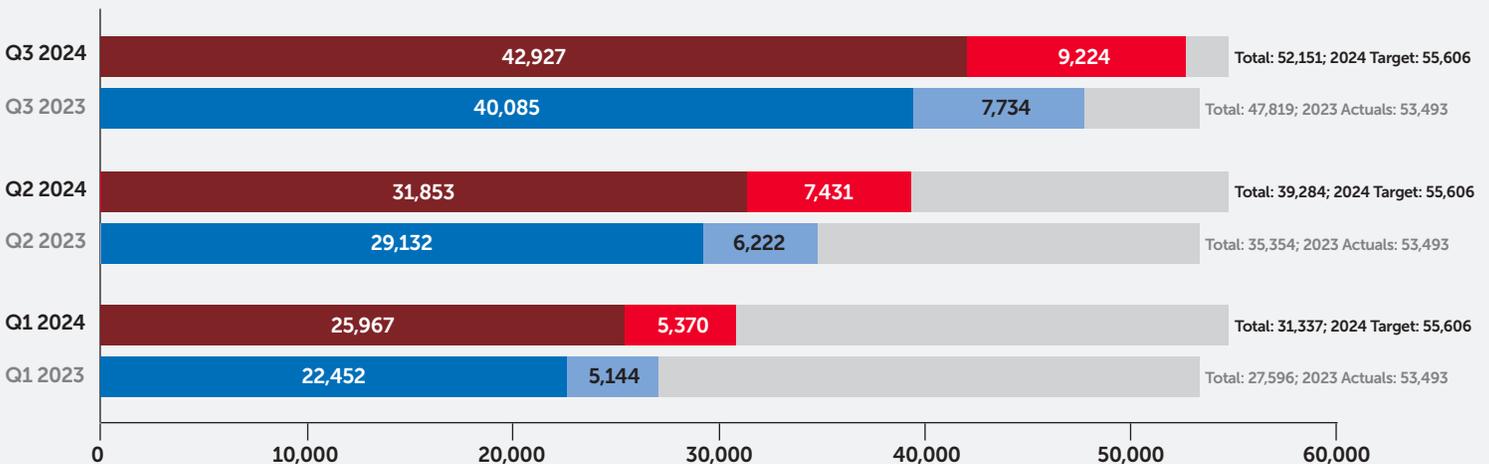
Targets: Increase the number of **YOUNG** people (0-29) within the entire association by 3.95% (from 53,493 to 55,606). This includes an increase of 13.36% among those historically and currently underserved in our services and programs, accounting for 1,187 individuals of the total increase to 55,606.

Baseline Data: (Dec 2023)



Third Quarter Results: (January - September 2024)

■ 2024 Young People Served (0-29) ■ 2024 Young People Historically and Currently Underserved (0-29)
■ 2023 Young People Served (0-29) ■ 2023 Young People Historically and Currently Underserved (0-29)





PRIORITY #2: EMPLOYEES

OUR SOURCE OF SUSTAINABLE ENERGY

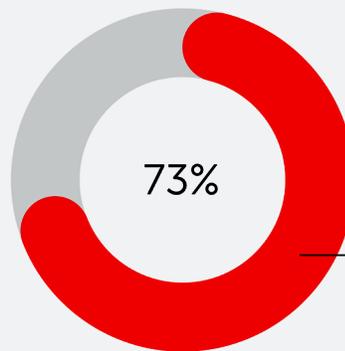
Goal: Positive Leadership and Culture

Targets: Increase the YMCA WorkWell score for all **EMPLOYEES** and **PEOPLE LEADERS** from Adequate to Healthy over the next five years.

Baseline Data:

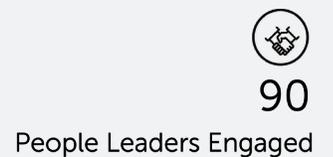
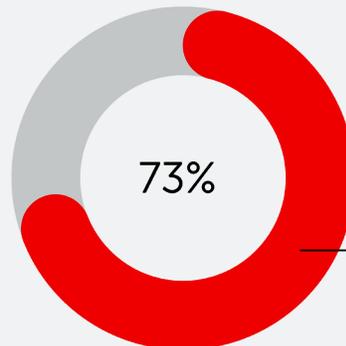
(Dec 2023)

Results are based on the employees who completed the YMCA WorkWell report.



YMCA WorkWell Insight Scores

- Strong (85-100)
- Healthy (77-84)
- Adequate (69-76)
- At Risk (60-68)
- Unhealthy (1-59)





PRIORITY #3: SENIORS

OUR COMMITMENT TO LIFELONG HEALTH

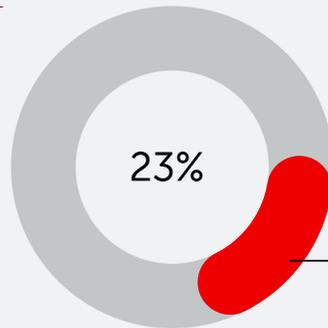
Goal: Active Aging

Targets: Increase the number of **SENIORS** (65+) within the entire association by 4% (from 4,517 to 4,698). This includes an increase of 15.68% among those historically and currently underserved in our services and programs, accounting for 165 individuals of the total increase to 4,698.

Baseline Data: (Dec 2023)


4,517
Total Seniors Served

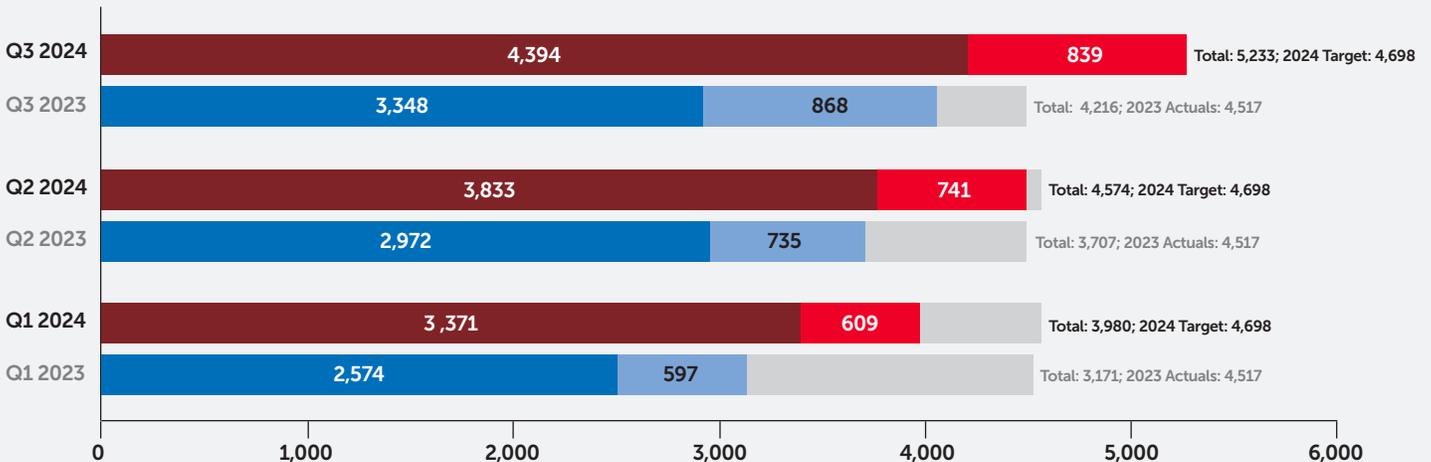
1,145
Enabled Access




1,052
Seniors
Historically and
Currently Underserved

Third Quarter Results: (January - September 2024)

- 2024 Seniors Served (65+)
- 2024 Seniors Historically and Currently Underserved (65+)
- 2023 Seniors Served (65+)
- 2023 Seniors Historically and Currently Underserved (65+)





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