

## First Quarterly Results

# ANNUAL OPERATING PLAN 2025

## Putting Our Strategic Plan into Action

The Annual Operating Plan is the blueprint for implementing the operational actions of our 2024–2028 Strategic Plan. It is structured around our three **"YES" priorities**, representing key focus areas for our efforts:

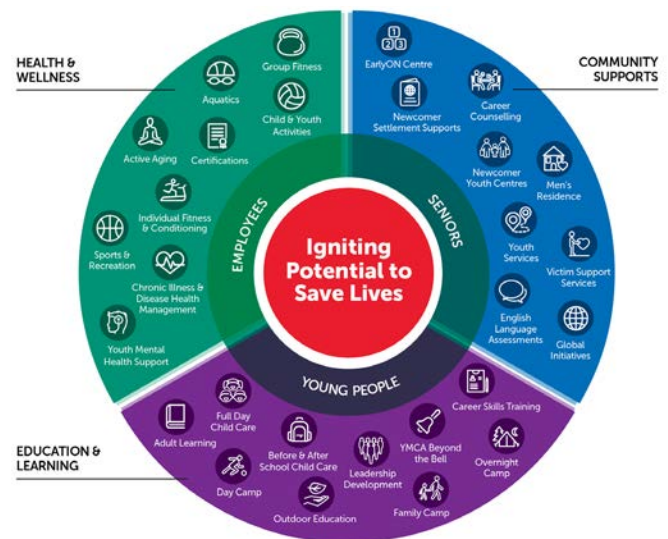
- **Young People:** Our Legacy and Future
- **Employees:** Our Source of Sustainable Energy
- **Seniors:** Our Commitment to Lifelong Health

By Following our Annual Operating Plan, we continue to strengthen our programs, foster connection, and promote healthy living across the region.

A new key element of the plan is our **Theories of Action**, which explain how and why specific actions will lead to the outcomes we seek. These frameworks help us stay intentional, focused, and ready to adapt as we measure success and refine our programs.

## Measuring Impact

In 2025, we are committed to measuring participation outputs and **three key outcomes**: **resilience in young people, recognition and overall health scores in employees**, and a **sense of belonging among seniors**. These focus areas reflect our mission to empower individuals and foster inclusive, thriving communities.



## Our Ecosystem of Offerings

The YMCA provides a wide range of services, from health and wellness programs to youth development initiatives and senior engagement activities. While we support all our offerings, this year's Annual Operating Plan spotlights key initiatives that align with our strategic priorities for maximum community impact.





## Our Community

The YMCA serves a diverse population, including individuals from priority communities\* who face barriers to accessing our programs. Our commitment to providing enabled access highlights our dedication to inclusion and ensuring support reaches those who need it most.

### Our Baseline Data - January-December 2024



**97,492** Community Members Served



**32,845** Enabled Access (34% of total)



**18,881** Members from Priority Communities (19% of total)

### First Quarter Results: January - March, 2025

Total Community Members	Total Enabled Access	Total Members from Priority Communities
52,215	17,076	9,522

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.

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



## PRIORITY #1: YOUNG PEOPLE OUR LEGACY AND FUTURE

**Goal:** Child and Youth development, focused on those in priority communities.

### Theory of Action #1:

**IF** we combine youth feedback and program data to inform our programs,



**THEN** we will better serve a greater number of young people, including those in priority communities.

#### STRATEGIES

- **Participant Feedback Collection:** Gather feedback from youth participating in programs.
- **Track and Analyze Program Data:** Continuously collect and analyze data to identify areas for improvement.
- **Implement a Continuous Improvement Process:** Regularly review and refine programs based on the feedback and data collected.

#### OUTPUT TARGET BY END OF 2025

11,796

Young people served from priority communities

61,191

Young people served

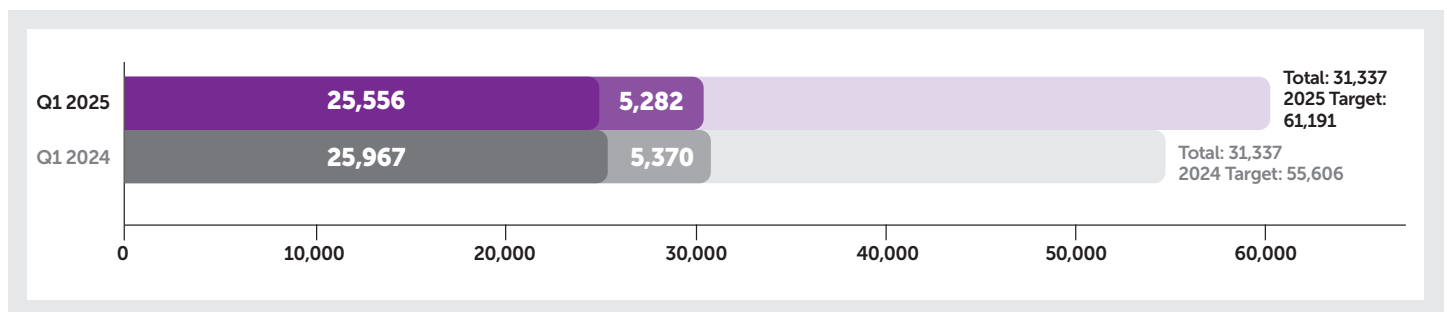
10,618

Young people served from priority communities

2024 RESULTS: 59,608

### First Quarter Results: January - March 2025

- 2025 Young People Served (0-29)
- 2025 Young People Served From Priority Communities (0-29)
- 2024 Young People Served (0-29)
- 2024 Young People Served From Priority Communities (0-29)





# PRIORITY #1: YOUNG PEOPLE

## OUR LEGACY AND FUTURE

**Goal:** Child and Youth development, focused on those in priority communities.

### Theory of Action #2:

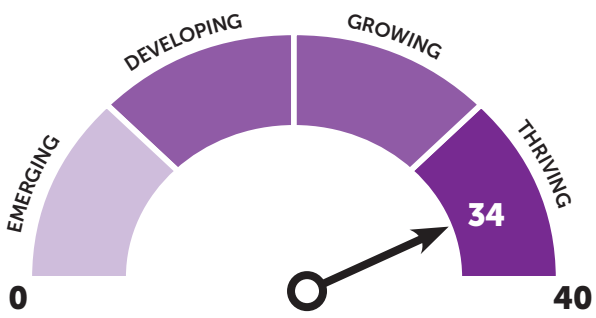
**IF** we leverage the YMCA HBB ecosystem where young people can develop supportive relationships, **THEN** they will build resilience through healthy minds and habits.

#### STRATEGIES

- **After-School Academic and Social Support:** Deliver the Beyond the Bell program
- **Career and Life-skill Development:** Deliver Youth Employment & Skills Training programs
- **Aquatic Skills and Safety Training:** Offer swimming lessons and advanced aquatics
- **Leadership Development:** Deliver Camp Wanakita Student Counsellor (SC) Leadership Program

#### OUTCOME BENCHMARK FOR 2025

Benchmark (Resilience Scale for Children™):



Benchmark score on the Resilience Scale for Children™ (Wagnild, 2014)

Resilience is the capacity of youth to not only bounce back from challenges but to also learn, grow stronger and thrive because of those challenges.

### Implementation Updates: January - March 2025

In Q1, efforts concentrated on initiating programs and establishing data collection frameworks to measure our impact on youth resilience. The primary objective is to leverage the YMCA HBB ecosystem to help young people develop supportive relationships and build resilience through healthy minds and habits.

Data collection status for key programs is as follows:

PROGRAMS	DATA COLLECTION
Beyond the Bell	Starting Fall 2025
Youth Employment & Skills Training Programs	In Progress
Swimming Lessons	In Progress
YMCA Wanakita Student Counsellor Leadership Program	Starting Summer 2025

Comprehensive Q1 outcome data is not yet reportable. The establishment of these data collection processes is vital for future analysis, and initial results will be included in the Q2 update.



## PRIORITY #2: EMPLOYEES

### OUR SOURCE OF SUSTAINABLE ENERGY

**Goal:** Positive Leadership and Culture.

#### Theory of Action:

**IF** we actively foster a culture of recognition where employees feel valued and appreciated for their contributions,



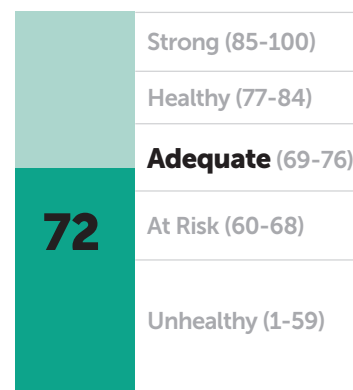
**THEN** this will lead to improvements in employee recognition score and the overall organizational health score.

#### STRATEGIES

- **Employee Service Awards Enhancement:** Strengthen the employee service awards program.
- **Leadership Recognition Toolkit:** Develop and implement a People Leader Recognition Toolkit.
- **Compensation Review:** Review and update the compensation structure and philosophy.
- **Learning and Leadership Development:** Provide learning and development opportunities for people leaders.

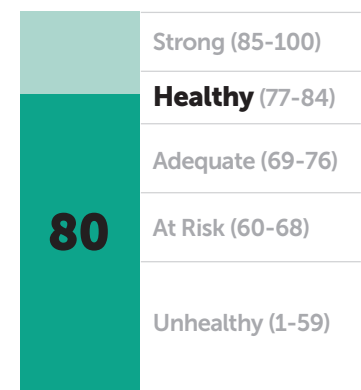
#### OUTCOME TARGETS BY END OF 2025

##### Recognition Score\*



2024 Recognition Score: 69

##### Overall Health Score\*



2024 Overall Health Score: 77

\*The Recognition and Overall Health scores are based on the results from the YMCA WorkWell Employee Experience Insights Survey. All employees are invited to complete this survey.

#### Implementation Updates: January - March 2025

Q1 activities focused on fostering a culture of recognition to improve employee recognition scores and overall organizational health, as outlined in our Theory of Action. Progress on key strategies includes:

PROGRAMS	IMPLEMENTATION PROGRESS
Employee Service Awards Enhancement	Employee milestone event occurred in March and feedback collected. Exploring different possible recognition programs.
Leadership Recognition Toolkit	Launching in June
Compensation Review	In Final Stages
Learning and Leadership Development	Initial Offerings Launched

Comprehensive Q1 outcome data is not yet reportable. The establishment of these data collection processes is vital for future analysis. Initial results will be included in the Q2 update.

## PRIORITY #3: SENIORS

### OUR COMMITMENT TO LIFELONG HEALTH

**Goal:** Active Aging.

#### Theory of Action #1:

**IF** we use data on the needs and interests of seniors and program data to improve our programs,



**THEN** we will better serve a greater number of seniors, including those in priority communities.

#### STRATEGIES

- **Participant Feedback Collection:** Gather feedback from seniors participating in programs
- **Track and Analyze Program Data:** Continuously collect and analyze data to identify areas for improvement.
- **Implement a Continuous Improvement Process:** Regularly review and refine programs based on the feedback and data collected.

#### OUTPUT TARGET BY END OF 2025

**1,010**

Seniors served from priority communities

**7,096**

Seniors served

**954**

2024 RESULTS: **6,090**

Seniors served from priority communities

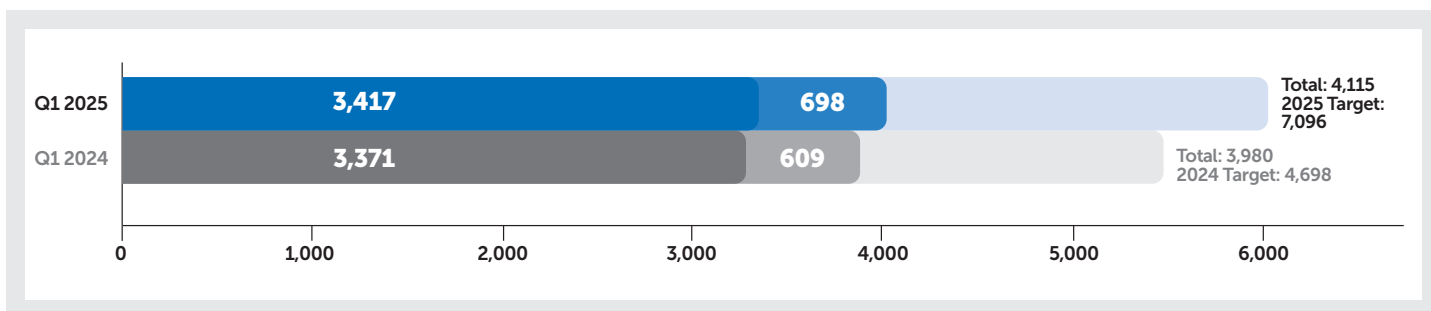
#### First Quarter Results: January - March 2025

■ 2025 Seniors Served (65+)

■ 2025 Seniors Served From Priority Communities (65+)

■ 2024 Seniors Served (65+)

■ 2024 Seniors Served From Priority Communities (65+)





# PRIORITY #3: SENIORS

## OUR COMMITMENT TO LIFELONG HEALTH

**Goal:** Active Aging.

### Theory of Action #2:

**IF** we offer programs that promote the well-being of seniors and create opportunities for them to contribute to the YMCA HBB ecosystem,



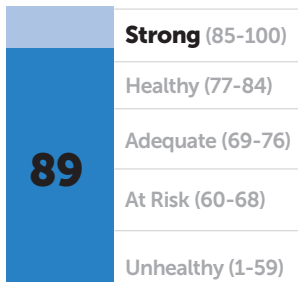
**THEN** they will experience an increased sense of belonging.

#### STRATEGIES

- **Health and Fitness Programs:** To promote physical well-being and social interaction.
- **Balance+:** A community exercise initiative focusing on strength, balance, flexibility, and endurance.
- **Aquafit Classes:** To provide low-impact, water-based exercise options.
- **Optimal Fitness:** A research program focusing on optimizing independence, mobility and an active lifestyle.
- **GERAS Dance:** A dance style program designed for individuals with limited mobility or memory.

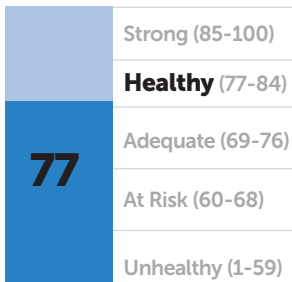
#### OUTCOME TARGETS BY END OF 2025

##### Connection Score\*



2024 Connection Score: 87

##### Celebration Score\*



2024 Celebration Score: 74

*Sense of belonging is the experience of feeling connected to and valued within the Y community.*  
*\*The Connection and Celebration scores are based on the results from the YMCA WorkWell Members Experience Insights Survey and represent those members who identify as being 60+ years old. All members are invited to complete this survey.*

### Implementation Updates: January - March 2025

Q1 efforts focused on offering programs that promote well-being and creating opportunities for contribution to the YMCA HBB ecosystem, with the goal of increasing their sense of belonging.

The status of data collection for programs supporting this theory is as follows:

PROGRAMS	DATA COLLECTION
Health and Fitness Programs	Starting Fall 2025
Balance +	In Progress
Aquafit Classes	Starting Spring 2025
Optimal Fitness	In Progress
GERAS Dance	In Progress

Comprehensive Q1 outcome data is not yet reportable. The establishment of these data collection processes is vital for future analysis. Initial results will be included in the Q2 update.

**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.

**YMCAHBB.CA**

Charitable Registration #10808 3825 RR0001



## GET INVOLVED

The YMCA relies on the financial support of donors and funders who share our vision.

**The Y Saves Lives.**

**YMCAHBB.CA/Donate**