



YMCA of  
Hamilton | Burlington | Brantford

YMCA STRATEGIC PLAN 2018-2023



*Vibrant Communities*





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# Our Commitment



## Our Mission

The YMCA of Hamilton|Burlington|Brantford is a charitable organization helping people achieve personal growth in spirit, mind and body.



## Our Vision

Creating a vibrant and healthy community where everyone belongs and has the opportunity to reach their full potential.



## Our Values

Our guide to decision-making and behavior

**BELONGING** – creating an environment where all people can be their authentic self and actively participate

**CARING** – acting with concern and compassion for the well-being of others

**HONESTY** – demonstrating honesty and trustworthiness

**RESPECT** – recognizing and protecting the inherent worth of oneself and others

**RESPONSIBILITY** – being dependable, and accountable for choices, actions and commitments



## Our Guiding Principles

**DO THE RIGHT THING** – we are caring, honest, respectful and responsible in all that we do

**PUT PEOPLE FIRST** – we believe in each other – our strengths, perspectives, abilities and passion

**KEEP OUR PROMISES** – we do what we say we will do

**LEAD BY EXAMPLE** – we are courageous, speak with conviction, listen and collaborate


**WE ARE OPEN AND TRANSPARENT** – we are mutually accountable in our actions






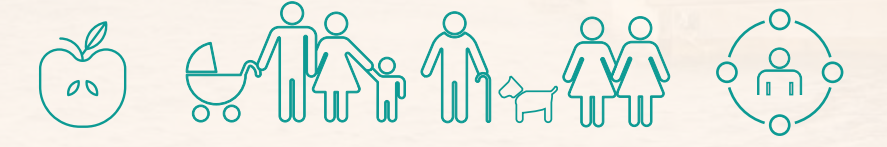
# Our Strategic Plan Framework

The strategic framework for our plan is based on two key elements. Leveraged together, these two interdependent elements will help us successfully realize our vision.

 **ENABLERS** – critical table stakes which are foundational to the success of our strategic priorities and its key deliverables



 **STRATEGIC PRIORITIES** – pathways to improve our service to community







# Enablers

## PARTNERSHIP



We will actively seek out partnerships with community organizations that share a common vision to improve community health. Through a collaborative approach, we are able to reduce program access barriers, maximize resources and create more seamless services for our community.



## PHILANTHROPY



Fostering a culture of philanthropic giving makes the work of the YMCA possible. We will enhance opportunities for donors to deepen their connection with the YMCA and expand the circle of supporters as we advance our strategic priorities.

## INNOVATION



Across all of our enablers, a commitment to innovation will be vital. Since opening our doors more than 160 years ago, the YMCA has evolved and changed to effectively respond to shifts in our community. We will continue on this path, embracing changes in how we work and serve community, adopting new systems and incubating and scaling new ideas.

## PEOPLE



People are the heart of our plan. We will promote a culture of empowerment, accountability and opportunity for YMCA talent. Engaged and motivated employees are the key drivers of high quality program and service to our community. We will invest in our team through training, development and meaningful leadership opportunities. We will celebrate success and recognize performance excellence.

## TECHNOLOGY



Investments in new systems, software and digital tools will enhance the experience of people we serve, improve the quality of our programs and help us welcome more people to the YMCA from across our communities.





# Strategic Priorities



## Priority: Partner for Population Health

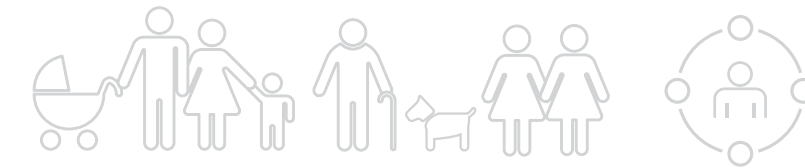
Improving the health of our communities requires more than simply focusing on a healthy diet and physical activity. Our health is also influenced by a number of social determinants such as financial status, education, employment, and housing.

Addressing the health of entire communities requires the expertise, resources and thought leadership of an entire system of agencies working together towards a shared vision for community health. Using a population health approach, we will work with our partners and funders to target the broad range of conditions that influence the overall health of our communities.

### THE OUTCOMES WE WANT

By 2023, we will:

- Deepen the impact of YMCA programs and services with a focus on improving health equity in our communities.
- Partner with community agencies and health care providers to improve navigation and build bridges between community-based health and social services.
- Leverage regional and national YMCA partnerships to strengthen YMCA programs and impact on communities.
- Be positioned as a key anchor in the network of organizations driving social, economic and health development in our communities.



### HOW WE WILL ACHIEVE THIS:

- Develop a new, urban hub for community health in downtown Hamilton with local health care and Hamilton anchor institutions.
- Steward the sustainability and renewal of YMCA Wanakita ensuring generations of campers and their families can experience leadership and outdoor learning opportunities.
- Continue service expansion of School Age Child Care and Preschool Child Care programs in response to community need.
- Extend service and reach in Brantford, Brant County and surrounding areas with the opening of the Laurier Brantford YMCA.
- Increase our resource creation capacity for key capital and program initiatives through a comprehensive Philanthropy and Government Relations Strategy, and Asset Management plan.
- Ensure continued sustainability through strong fiscal performance.







Strategic Priority: Partner for Population Health

GOALS & DELIVERABLES MATRIX

Goal	Key Deliverables
Deepen YMCA program impact and improve health equity across our communities	<ul style="list-style-type: none"><li>• Complete Phase II Construction of YMCA Wanakita 2020 Master Plan.</li><li>• Develop a multi-year sustainability and funding strategy for community outreach programs including YonWheels and YMCA Beyond the Bell.™</li><li>• Continue quality-based program expansion of School Age Child Care and Preschool Child Care.</li><li>• Consider opportunities and prospective partnerships to enhance YMCA program delivery for individuals facing mental illness in our communities.</li><li>• Evaluate role of YMCA in supporting Hamilton's Housing Strategy including long-term strategy for Hamilton Downtown Family YMCA Men's Residence.</li></ul>
Improve navigation and bridges between partner community agencies and health system	<ul style="list-style-type: none"><li>• Continue provision of existing LiveWell programs and collaborate with health partners and funders on prospective program suite expansion; as integral part of the health continuum from hospital to home across Hamilton, Burlington and Brantford.</li><li>• Coordinate with community agencies to improve health/social supports for occupants of Hamilton Downtown Family YMCA Men's Residence.</li></ul>
Leverage YMCA Regional & National Collaborations to Improve Service to Community	<ul style="list-style-type: none"><li>• Participate in future YMCA Canada-led regional collaboration meetings.</li><li>• Identify opportunities for collaboration with YMCAs for project sharing and/or resource sharing.</li></ul>
Be positioned as an anchor institution in community development	<ul style="list-style-type: none"><li>• Complete construction and open the Laurier Brantford YMCA.</li><li>• Develop a capital investment strategy for the development of a new YMCA in downtown Hamilton; part of downtown Hamilton Community Health hub including obtaining philanthropic resources, operational returns and government funding.</li><li>• Develop stories and evidence demonstrating the positive outcome of community partnerships and collaboration in advancing population health outcomes.</li></ul>







## Priority: Foster Communities of Belonging

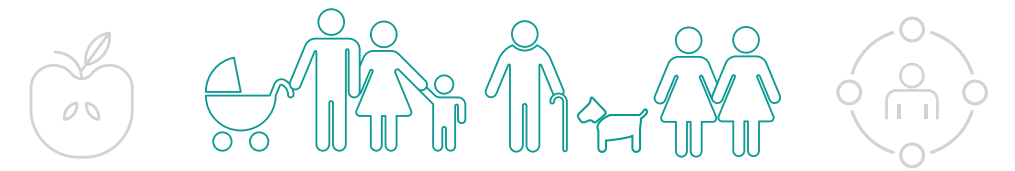
The health benefits of belonging and connectedness to family and community are well-documented. Connected people live longer, happier and healthier lives. And yet, while a globalized and digital world bring people closer than ever before, our communities report growing social isolation, particularly among young people.

From our earliest beginnings, the YMCA provided a safe, welcoming place for people in our communities. We know there remain both a need and an opportunity to take a more active role in developing, promoting and advocating for communities and spaces where all people are welcome and can actively participate regardless of background or ability.

### THE OUTCOMES WE WANT

By 2023, we will:

- Combat inequality and promote positive change by connecting, and engaging people of all backgrounds and abilities through YMCA programs and services.
- Extend our reach to vulnerable and at-risk groups including recent immigrants, youth and those facing social isolation.
- Join Canadians and the YMCA Federation in Canada in actively supporting the movement of reconciliation of Indigenous Peoples of Canada.



### HOW WE WILL ACHIEVE THIS:

- Create safe and inclusive spaces where people of all backgrounds and abilities feel engaged and connected to each other and their community.
- Engage newcomers and youth in our community through meaningful development opportunities.
- Continue collaboration with the Six Nations of the Grand River to understand and identify new opportunities to improve the health outcomes for local Indigenous Peoples.
- Invest in resources and expertise to strengthen programming for children with different abilities.
- Advance our global strategy with a focus on local peace-building initiatives.



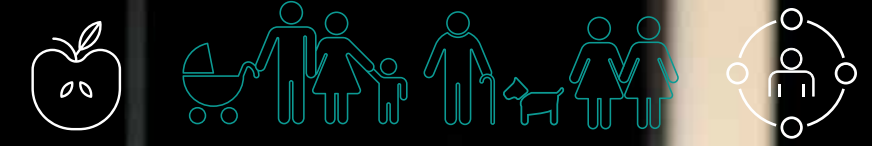




## Strategic Priority: Foster Communities of Belonging

### GOALS & DELIVERABLES MATRIX

Goal	Key Deliverables
Combat Inequality & Promote Positive Change	<ul style="list-style-type: none"><li>• Launch the new YMCA A Place to Connect™ curriculum in YMCA School Age Child Care.</li><li>• Continue implementation of multi-year global strategy with a focus on strengthening international partnerships with the YMCA Africa Alliance, Hiroshima YMCA and Zambia YMCA.</li><li>• Establish a grant to support grassroots peace-building initiatives by youth and community organizations in alignment with the annual YMCA Peace Medal Breakfast.</li></ul>
Extend our Reach to Vulnerable & At-Risk Populations	<ul style="list-style-type: none"><li>• Expand the Hamilton Downtown Newcomer Youth Centre to accommodate this growing population.</li><li>• Proceed with implementation of Youth In-Transition Anti-Human Trafficking Program.</li></ul>
Support the movement of reconciliation of Indigenous Peoples of Canada	<ul style="list-style-type: none"><li>• Officially support the Truth &amp; Reconciliation Commission 94 Calls-to-Action.</li><li>• Invest in training and professional development opportunities for YMCA staff to better understand the history and experience of local Indigenous communities.</li><li>• Develop a multi-year plan for YMCA programs delivered on the territory.</li><li>• With consultation from the Six Nations Elected Council, develop an Accommodation Plan for the Laurier Brantford YMCA.</li><li>• In consultation with the Algonquin First Nations of Eastern Ontario, strengthen engagement and collaboration with YMCA Wanakita.</li></ul>







## Priority: Deliver Meaningful Experiences

Regardless of the YMCA program or service, our goal is to deliver transformative experiences that change the quality and health of people's lives. This is what our community, our donors, our employees and the people we serve should expect from the YMCA. Making meaningful experiences possible requires a culture and commitment to continuous quality improvement, transformative change and service excellence.

### THE OUTCOMES WE WANT

By 2023, we will:

- Renew our vision for signature YMCA programs to strengthen the YMCA membership experience.
- Transform our relationship with technology and leverage business insights to improve service and program delivery.
- Mobilize and empower our YMCA teams to drive changes in how we work and how we serve community.



### HOW WE WILL ACHIEVE THIS:

- Introduce new, market-responsive and evidence-based programming for children, youth and adults.
- Invest in new technology systems and digital tools to create a consistent and seamless online and in-person experience.
- Build an engaged workforce which recognizes service excellence.







## Strategic Priority: Deliver Meaningful Experiences

### GOALS & DELIVERABLES MATRIX

Goal	Key Deliverables
Renew our vision for signature Y programs	<ul style="list-style-type: none"><li>• Implement phase II of HFA strategy including development of revitalized YMCA children's aquatics and youth leader corps program.</li><li>• Transform our sales and service processes in Health, Fitness and Aquatics with a focus on creating seamless and personalized experiences for current and prospective YMCA members.</li><li>• Develop a donor-centred strategy to strengthen the Y's relationship with donors and deepen our engagement with our communities in the YMCA's cause and impact.</li><li>• Identify opportunities to enhance YMCA Day Camp programs incorporating best practices from YMCA Wanakita.</li></ul>
Transform our relationship with technology	<ul style="list-style-type: none"><li>• Continue implementation of the Dynamics for Membership platform across YMCA programs.</li><li>• Implement new infrastructure and change management processes to support a Customer Relations Management system [CRM].</li><li>• Expand digital engagement platforms including 'live-chat' experience, YMCA-owned apps, and YMCA website.</li></ul>
Mobilize and empower YMCA team for change	<ul style="list-style-type: none"><li>• Develop and implement an Employee Engagement Plan that targets opportunities to enhance the YMCA work experience.</li><li>• Motivate and award excellence in service delivery through an enhanced and realigned Employee Recognition Program.</li><li>• Renew the organizational orientation, training and development plan.</li><li>• Create an employee 'bright ideas' initiative to promote quality improvement and service improvement from across the organization.</li></ul>







# YMCA Strategic Plan 2018-2023

