



Strategic Plan 2022-24



**FOUNDATIONS
FOR THE FUTURE**



A WORD FROM OUR CEO

As the largest not-for-profit licensed childcare provider in Niagara, our YMCA is poised to support the transformation of licensed childcare to a new, affordable model as part of the Pan-Canadian \$10 a Day, Child Care Agreement. We know families depend on our high-quality standards and care in Early Childhood Education and we are excited to expand our reach and ensure more Niagara families have access to safe, high-quality childcare with our YMCA.

We are focused on the ways our YMCA is uniquely positioned to deliver program and service solutions to our community. We see our role to ensure people at all ages and stages of life have access to YMCA programs that foster: education and learning, physical health, mental well-being, leadership, newcomer settlement and meaningful employment.

Our new Strategic Plan calls for us to refine our focus, rebuild our foundation, identify and invest in the most relevant and sustainable program and services. It requires that we adjust our association infrastructure to match the scope of our program reach and it highlights our focus on our most valuable resource - our staff and volunteers - our stakeholder and partners, to ensure they feel connected and engaged every step of the way.



A handwritten signature in black ink, reading "Steven Chuang".

Steven Chuang,
President & CEO

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A WORD FROM OUR BOARD CHAIR

The YMCA has a legacy of reinvention, adaptation, and resilience. For more than 170 years, the YMCA in Canada has been delivering programs and services to communities which advance the social determinants of health. While the pandemic has changed the way we each may view our own health and well-being and shifted the dynamics of how we work and play, one thing stands the test of time: Our YMCA is ready to meet the ongoing needs of our Niagara communities.

Our new strategic plan, *Foundations for the Future*, is the road map that paves the way we will re-build and transform our YMCA over the next few years as we look for the best ways to build strong engagement and impact with our staff, volunteers, stakeholders, partners, members, and participants.

Our YMCA embraces the changes and opportunities we have before us, and we are building on a strong foundation a modern and relevant YMCA to serve the Niagara community for decades to come. Read on, I invite you to be a part of our journey.



A handwritten signature in black ink, reading "Mike Watt".

Mike Watt,
Board Chair

INTRODUCING A NEW VISION

“**Foundations for the Future**” includes four primary areas of focus, guiding our emergence from the pandemic to the end of 2024. By strengthening our internal resources, enhancing our external relations and deepening our impact to advance our YMCA’s mission, *Inspiring health, wellness, and community - for life.*

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This road map will enable us to address these four strategic priorities. We believe by following this path, we will be able to channel our people and resources to deepen our impact.

BUILD BACK A STRONG, COMMITTED, COMMUNITY-FOCUSED STAFF TEAM

**Leverage the passion and
commitment of our staff and
volunteer teams to build for
the future**

HOW?

- ❖ Optimize staff and volunteer communication across all program areas
- ❖ Implement training programs and professional development across the organization

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- ❖ Improve recruitment and retention
- ❖ Adapt workforce strategy in a post-COVID-19 operating environment



IMPROVE THE RESILIENCE OF OUR PROGRAM MODELS

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**Striving towards Program
Sustainability (or stability)
across all YMCA program areas
in the next 3-5 years**

HOW?

- ❖ YMCA Program and Service Models will evolve to meet changing needs, improving accessibility and growth
- ❖ Pursue new government and foundation grants
- ❖ Refine our footprint in Niagara Region
- ❖ Enhance existing stakeholder relationships while developing new ones
- ❖ Rescale our infrastructure
- ❖ Measure and report on our results
- ❖ Apply lean process improvement



RENEW STAKEHOLDER ENGAGEMENT

**Mobilizing community resources
that remove barriers to
participation and advance
social equity**

HOW?

- ❖ Bolster or renew public confidence in YMCA programs and services
- ❖ Re-convey the YMCA brand, story, and promise to communities
- ❖ Grow and enhance marketing, communications, and partnership capacity
- ❖ Renew engagement with Heritage Club members
- ❖ Refresh our political and municipal partnerships
- ❖ Maximize our digital platforms for engagement

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DEEPEN OUR IMPACT

Deepen our impact while we position our YMCA to serve more people in our communities

HOW?

- ❖ Identify new program opportunities in St. Catharines and Niagara Falls
- ❖ Expand YMCA of Niagara's in-house programming to other parts of the Region
- ❖ Provide multi-program solutions to increase retention
- ❖ Maintain our leadership in the areas of Child Care, Employment and Newcomer Services and family-friendly recreational programming



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MISSION

The YMCA of Niagara is a charity, open to all, providing leadership and opportunities for people and their community to grow in spirit, mind, and body.

VISION

Inspiring health, wellness and community – for life.

VALUES

There are 6 core values that we try to impact at the YMCA, through character development.

6 Core Values:

CARING: Acting with compassion and concern for the wellbeing of others.

HEALTH: Being committed to physical, social, emotional, intellectual and spiritual development.

HONESTY: Demonstrating integrity and trustworthiness.

INCLUSIVENESS: Appreciating diversity. Striving to be open to all. Seeking to understand differences and find common ground.

RESPECT: Recognizing and protecting the inherent worth of every person, including oneself.

RESPONSIBILITY: Being dependable and accountable for choices, actions and commitments.

Living with and acting on good values contribute to the development of a healthy self-esteem and overall personal happiness.