



YMCA OF OKANAGAN STRATEGIC PLAN

2022-2026

Building healthy communities



Introduction



In early 2019, our YMCA was preparing to create a new strategic vision for our charity. *Vision 2020*, our 3-year plan for 2018-2020, was coming to an end, with most goals set in 2017 having been met or exceeded. With membership at all three Health, Fitness & Aquatics centres at their highest levels ever, new childcare centres opening or under construction, and our community programs thriving, we were eager and excited to create a new plan to meet emerging community needs and take advantage of new opportunities for our YMCA. In preparation for our planning retreats, an in-depth SWOT analysis was completed as well as an environmental scan of both social and economic influences.

The day before our leadership planning retreat, BC declared a state of emergency due to the COVID-19 virus, and our team sprang into action. From emergency childcare for frontline workers and online programs for vulnerable youth to temporarily closing our membership centres, our teams did what was necessary to help our communities respond to this crisis.

It quickly became clear that COVID-19 would have devastating impacts on our community including social isolation, growing mental health issues, and increased inactivity among children, youth, seniors, and adults. This pandemic also exposed inequity, racism and discrimination in our communities.

While we know that our future holds more uncertainty and change, our YMCA is prepared to tackle these important issues in this new Strategic Plan and to adapt in order to respond to our communities' needs as they evolve.



Our Vision

Thriving, healthy and inclusive communities where everyone belongs and can reach their full potential.

Our Mission

The YMCA of Okanagan is a charity dedicated to strengthening the foundations of community

Our Values

Caring – We support every individual in spirit, mind and body through unwavering kindness and positive relationships.

Honesty- We serve with integrity, transparency, fairness and sincerity.

Respect – We treat every person with dignity and acknowledge the inherent worth of oneself and others.

Responsibility – We remain accountable to ourselves and the communities we serve.

Inclusiveness – We foster a sense of belonging and create welcoming places and programs for all.





STRATEGIC DIRECTIONS, KEY STRATEGIES & GOALS

1. Address Key Community Issues

STRATEGIES:

- a) Expand capacity, programs, and locations for Health Promotion programs.
- b) Deliver health and active living programming to new demographics.
- c) Deliver and advocate for more high-quality, affordable childcare.
- d) Expand community programs that connect and support vulnerable children, youth and families.

3. Reach People in New Ways

STRATEGIES:

- a) Evolve our virtual program delivery options to reach rural and remote communities.
- b) Expand beyond our current facilities and **bring** the YMCA to new and non-traditional places.
- c) Develop and implement a new volunteer strategy for all program areas.

2. Champion diversity, social connection, and belonging

STRATEGIES:

- a) Eliminate barriers to create a sense of belonging for all.
- b) Create new membership programs for seniors aimed at creating social connections and communities.
- c) Integrate mental health resources and skills training into all child and youth programs.
- d) Respond to member and participant needs by ensuring employees have knowledge of community resources and referral opportunities.

4. Evolve the ways we work

STRATEGIES:

- a) Increase involvement at community tables to learn and contribute to community needs/solutions discussions.
- b) Deepen collaborations across Y teams, YMCA Federation, and external partners.
- c) Design programs with insights from research and delivery experts.
- d) Proactively use technology and innovative approaches to streamline business processes.

Strategic Enablers

Healthy, engaged, and inclusive workforce

People are at the heart of our YMCA. Having highly skilled and engaged staff and strengthening our reputation as a Great Place to Work will be key to our success. Our previous plan has guided our efforts to build a healthy, engaged workforce and has helped us attract and retain highly skilled and dedicated team members. These strategies will serve as a strong foundation to build upon as we focus on equity, employees' connection to the YMCA's mission, a coaching culture, and targeted recruitment efforts in a challenging labor market.

Technology

We need to focus our decision-making on reliable data and analysis, boost operational efficiency, enhance our participant experiences, and explore new digital platforms. We are committed to incorporating technology into our programs, communications and business processes.

Philanthropy

As a charity, we respond to the needs of ever-changing communities that are facing a long recovery from the COVID-19 pandemic. We need to raise the scale of our philanthropic ambitions to support the development of new YMCA Centres of Community and new programs aimed at increasing the health and resiliency of our community. We will continue to enhance the giving experience and deepen relationships with our donors.

Positioning

Communicating effectively about our work helps us engage partners and program participants, earn philanthropic support, and contribute to conversations that shape our communities. We'll work to grow awareness of our charitable work and the impact we have on our communities. We'll also promote our places and programs.

Financial sustainability

Our charitable work is made possible by a combination of donor support, fees paid by program users and funding from all levels of government. We need to focus strategically on investing in key areas that promise long term sustainability, manage risks, be effective stewards of our own and our partners' resources and assets, and continue to diversify revenue streams.