



# My Y For Good

YMCA of Simcoe/Muskoka Strategic Plan 2012-2017



The time  
is now...

**July 2012...** we are beginning a new strategic plan for the YMCA of Simcoe/Muskoka.

Across Canada, the YMCA is embarking on a collective strategic plan that will strengthen our impact, extend our reach, increase our ability to serve, and grow our YMCA brand.

We listened to over 1,300 people of all ages who gave input into this strategic plan. Citizens, YMCA participants, volunteers, donors, staff and partners told us what they view as the most pressing issues. They told us that the overall health and well-being of children, youth and young adults is their greatest concern. Supporting youth and young adults to reach their full potential, reducing youth unemployment and narrowing the gap between those living below the poverty line with those who do not, were cited most frequently in our community consultations as critical issues for the YMCA to respond to.

The diverse communities we serve see the YMCA as a community hub and solutions-focused organization that contributes to healthier individuals and communities. Our strategic plan entitled "My Y for Good" - 2012 to 2017" will guide our work over the next five years as we focus on opening doors to those in need, inspiring youth, and strengthening our programs, people and places to impact the health of our community.

As one of the largest youth serving organizations in Canada, YMCAs are working coast to coast to nurture the potential of young people, improve the health and well-being of children, teens and young adults and inspire global citizenship. We see a Canada where communities are safe and vibrant, diversity and social inclusion is respected and leadership is fostered to create lasting social change.

**July 2015...  
How are we doing...**

When we launched this Strategic Plan, we committed to updating the progress of the work being undertaken, reporting on how we are doing.

Turn to the "We make a Difference..." section, where we have added "*See how we are doing*". Click on the icons and find out the progress we have made in year one.

Follow along with us, each year - on the journey of My Y. For Good.

The time is now to build healthy communities.



## A Time to Act...

Never before has there been such a pressing need to provide sustainable solutions for the overall health and well-being of children and youth in Canada. Research shows that this is likely the first generation of children, ever, to inherit a lower life expectancy than any previous generation (Report on the State of Public Health in Canada, 2008). **Why?**

## Lifestyle Choices

Our children and youth are less active, making poor nutrition choices and as a result, are overweight. Childhood obesity rates are at their highest levels. Only 32% of children in Ontario have reached the recommended 90 minutes of physical activity a day. Ontario children score a D- for physical activity, a continued failing grade year over year (Active Healthy Kids Canada Report, Ontario Supplement, 2011). Unhealthy lifestyles in children are likely to become unhealthy lifestyles in adulthood. **My Y will impact community health.**

## Isolation

Approximately 64% of adults living in the Simcoe-Muskoka District Health Region report feeling a sense of belonging to the community, slightly lower than the percentage of Ontarians at 67.1%. Feeling connected to people, places and community is a critical determinant for overall health. People in rural communities and marginalized populations may experience isolation and social exclusion due to lack of access to needed programs and services. **My Y will inspire a sense of belonging and community leadership**

## Poverty

In Ontario, 15.2% of children and families live in poverty. Static household incomes and rising housing prices over the past decade are major contributors to this trend. Specific population groups such as newcomers to Canada, First Nations people and single parent families may have a greater likelihood of experiencing poverty at some point in their lifetime. The gap between those who live on the poverty line and those who don't is widening (Statistics Canada, 2011, Canadian Centre for Policy Alternatives, 2012). Employment, education, income, social connection, housing and early childhood development are some of the major determinants of overall health. **My Y will create more opportunities to learn, lead, work and play.**



# The community you want

## **The Community you want is a healthy place where...**

- Everyone can thrive and reach their potential.
- People of all ages have access to programs that support learning, leading, working and playing.
- The gap is lessened between those living at or below the poverty line with those that don't.
- Youth feel a sense of belonging and are engaged in their local and global citizenship.
- People from all backgrounds are included, welcomed and feel a sense of belonging.

## **The YMCA you want is a community hub where...**

- Collaboration exists to deliver programs and services that improve the health and well-being of all people, especially children, teens and young adults ages 13 to 29 years.
- Results of YMCA quality programs can be measured and show success.
- Philanthropic resources are abundant to support those in need. People, volunteers and staff learn, thrive and create lasting personal and social change.
- The YMCA brand is valued for its solutions-focus and positive impact on healthy living.

# We make a difference...

For over **150** years YMCAs have provided solutions through a variety of programs to meet our communities' needs.

**Annually, the YMCA of Simcoe/Muskoka continues to contribute to a healthier community by...**

- Providing over **\$1,000,000** of charitable support to enable more than **22,000** children, families and adults to participate in YMCA programs.
- Supporting **4,000** children in quality learning activities that help them gain confidence and skills.
- Providing opportunities to over **88,000** children, adults and families to improve their overall health.

**CLICK HERE TO  
SEE HOW  
WE'RE DOING**

Fostering leadership and social responsibility by engaging volunteers of all ages in their community.

Nurturing civic responsibility and leadership skills in over **15,000** people through camp, youth services and leadership development programs.

- Assisting **4,756** individuals to find employment through the development of job search and literacy skills.
- Supporting almost **400** new Canadians to thrive in their new country by developing language skills and settlement supports.

Promoting global education and leadership opportunities to over **500** teens and adults through international exchanges and educational events.

## Our Mission

**My Y is dedicated to the growth of all persons in spirit, mind and body, and to their sense of belonging to each other and the global community.**

## Our Vision

**My Y inspires people to reach their full potential.**

## Our Values

**Caring:** My Y commits to building relationships and demonstrates compassion towards others.

**Honesty:** My Y promotes integrity and trustworthiness.

**Inclusiveness:** My Y welcomes and fosters a sense of belonging for all.

**Respect:** My Y treats all persons with dignity and acceptance.

**Responsibility:** My Y keeps its promises and does what it believes is right.



# Our Strategic Directions

The YMCA has engaged individuals of all ages in Simcoe and Muskoka through a variety of core programs and services. Over the course of our 5 year strategic plan, we will continue to strive for excellence in our core services while we focus on three new strategic directions that will allow us to meet changing needs in our communities.

These strategic directions are interdependent. The achievement of goals in any one direction will impact and support another. We will open doors to create more opportunities for people to learn, lead, work and play and inspire youth to reach their full potential. A strong YMCA will enable us to invest in people, programs and places to impact community health. By pursuing these strategies, we will inspire all people to reach their full potential and together, we will build a healthier community.

## By 2017 “My Y” has:

Increased our impact within our communities at large by offering 10 new non-core programs to children and youth.

Improved the healthy habits of a targeted group of youth. A baseline survey of the health of our communities’ children and youth has been completed.

Increased opportunities to give time, dollars and talents by 30%.



## Access

### My Y Opens Doors

We create opportunities for people to learn, lead, work and play.



**Specific population groups that need support have greater access to all YMCA programs and services.**



*Through working with others, communities in our service area will adopt a common framework to enhance the lives of children, youth and young adults, by promoting healthy living, healthy eating and healthy lifestyles.*

**People living in our Y regions are healthier.**



**Funds are raised to support increased access to YMCA program subsidies.**



*We will enhance our philanthropic culture and performance to meet the demands of our communities.*

## By 2017 "My Y" has:

Supported youth in our communities to create a "For Youth, by Youth Engagement Strategy" and implementation plan.

Facilitated, with other youth serving agencies, more opportunities for youth to enhance their skills and gain meaningful employment.

Created meaningful opportunities for youth to earn credits and volunteer experiences that contribute to their successful graduation from secondary school.



# Inspire

## My Y Inspires Youth

We engage youth and young adults to feel a sense of belonging and community leadership.



**Youth gain meaningful work and employability skills.**

Through working with others, supporting a coordinated approach to the development of employment and leadership skills in youth and young adults, they will in turn achieve meaningful employment and a sense of ownership within their community.



**Youth are leaders in their local and global communities.**

Opportunities exist for young people to have a voice in governance and community leadership.

Increase youth involvement in international development and exchange programs through new partnerships.

**Meaningful:** Participation in any type of program is not a token. It is productive and worthwhile to the organization and employer. The experience should provide youth with transferrable skills for their future.

# By 2017 "My Y" has:

Begun the construction of a new YMCA for the city of Barrie.

Developed a long-term facility plan that maximizes the use of YMCA Geneva Park.

Increased investments in our YMCA assets to serve our communities through an annual contribution of 5%.

85% of staff affirming that they "feel appreciated" and that "their opinions count".



## Excellence

### My Y is Strong

We invest in people, programs and places to impact community health.



**The YMCA, together with our community, invests in the development of healthy places.**

Develop a comprehensive asset strategy for the YMCA that includes the renewal of the Barrie YMCA and Geneva Park.

Develop and implement a comprehensive philanthropy strategy that includes capital and planned giving.

**Maximizing participation of people of all ages in YMCA core programs improves our members' overall health.**

Implement the national brand strategy and localize with the My Y communications strategy.

Contribute to research that demonstrates the impact of our core programs on the overall health of our members.

Increase participation in YMCA Global education and continue to enhance the partnership with the YMCA of Sierra Leone.

**Our people are inspired by and committed to the fulfillment of our vision and promise to the community.**

Develop a culture that supports operational excellence.

Develop and utilize best practices in governance.



## Enablers

### Collaboration

We intensify our internal and external collaboration deliberately to create positive outcomes for individuals and families.

### Brand

We grow our YMCA brand so that people understand our impact and invest in their communities.

### Technology

We enhance our technological capacity to connect more people across our communities.

### Culture

We intentionally nurture our organizational culture to foster change that supports our goals.

### Leadership

We build competencies in people to help them achieve their full leadership potential in service to others.

## Summary

We are hopeful and determined that we can inspire people in our communities to reach their full potential.

With a commitment to opening doors to those in need, inspiring our youth to grow and creating more opportunities for people to learn, lead, work and play, the YMCA can influence people to thrive. We welcome you to join us – inspire change and participate in building healthy communities.

After all, it's a lot of fun.

My Y For Good



The time  
is now...

## Definitions

**Mission** – our purpose, the reason why we exist.

**Vision** – our shared dream about the future that we will create.

**Strategic Directions** – the specific areas of focus we will undertake through leadership, resources and investments for the next 5 years to realize our vision, while continuing to deliver on our core programs and services.

**Goals** – describes the end results that we will commit to for the next 5 years.

**Objectives** – describes what we will focus on in measurable terms.

**Strategies** – how we will achieve our goals for the next 5 years.

**Tactics** – specific activities we will undertake to reach our strategic objectives.

**Key Impact Measures** – how we will indicate and measure the achievement of our results/success.

**Impact** - the significant and sustained positive improvement in the lives of people due to an intervention, participation in a program or policies and practices.

**Healthy Places** – in a healthy place, which could be a room, an outdoor space, a facility, every person has choice, and a variety of healthy, accessible, and affordable options (Source: excerpted from The World Health Organization).

**YMCA Brand Promise** – Building Healthy Communities.

**Youth** - defined as 13 to 29 years of age.

## Acknowledgements

The YMCA of Simcoe/Muskoka extends its sincere thanks to the community, YMCA participants, volunteers, donors, staff and partners who participated in various community consultations that helped shape this strategic plan. Together, we build healthy communities.

### The YMCA of Simcoe/Muskoka Board of Directors 2012

#### The YMCA of Simcoe/Muskoka Strategic Planning Committee:

Anna Cheaney - Chair

Rob Armstrong

Mike Bunn

Sandra Henkel

Jeanette Heywood

Melanie Smith

Diana Vangelisti

#### Our Community Partners

Children, Youth & Families Coalition of Simcoe County (representing 44 agencies)

Youth Serving Agencies of Simcoe County

#### Our YMCA Family

YMCA Camp Kitchi Advisory Group

YMCA Geneva Park Advisory Group

YMCA Membership Advisory Councils

YMCA Youth Advisory Services Committee

YMCA Youth Leaders Roundtable

YMCA Donors

YMCA Staff

The time is now to build healthy communities.

# We're in Your Community



YMCA of Simcoe/Muskoka  
22 Grove Street West  
Barrie, ON L4N 1M7  
705.726.6421

Charitable # 119215119RR0001

For more information go to:

[www.ymcaofsimcoemuskoka.ca](http://www.ymcaofsimcoemuskoka.ca)

[MyY.ca](http://MyY.ca)

Follow us on:



[facebook.com/YMCAofSimcoeMuskoka](https://facebook.com/YMCAofSimcoeMuskoka)



[twitter.com/ymcasm](https://twitter.com/ymcasm)

Building healthy  
communities