



# FORWARD, TOGETHER.

Over the past few years, we have lived through unprecedented times. In spite of the challenges, our organization has been working tirelessly and has been able to adapt to ever-changing circumstances. We are inspired by the multitude of initiatives, both within and outside the YMCA, that are providing support to our communities during these trying times, as well as the innovative approaches to providing programs and services. We are very proud of our staff for exhibiting courage and compassion in such difficult circumstances.

Now, like so many others, the YMCA is looking forward to what the future has in store. Over the past year, the YMCA of Simcoe/Muskoka has developed a new three-year strategic plan that aims to ensure we can continue to serve our communities for many generations to come. Our plan will help us to better meet the needs of post-pandemic communities and fulfill our mission by bringing people together through experiences that build skills and self-confidence, increase health and strength, and create opportunities for exploration and growth. A plan that lets us move forward, together, because our mission for nearly 170 years has been to bring people together.

The plan was developed as a result of the generous feedback we received from residents, partners, staff, donors, and volunteers across Simcoe, Muskoka, and the District of Parry Sound. We will use these insights to guide our efforts for the next three years, so we can provide programs and services that make a greater impact on our communities. Many thanks to the nearly 1,000 contributors who provided valuable feedback. Without you, it would not have been possible!

We will use this plan as a roadmap to guide us into the future. As the COVID-19 pandemic continues to evolve, so will our response. We know change and adaptability are vital to our success. Through this new strategic plan, we are confident the YMCA of Simcoe/Muskoka will respond to the stresses brought about by COVID-19, as we work together towards a future of recovery and stability.

Sincerely,



Jill Tettmann,  
President & CEO



Lynn Strachan,  
Board Chair



Rob Mauro,  
Board Member & Strategic  
Planning Committee Chair

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# VISION

Vibrant and connected communities where everyone belongs.

# MISSION

A community-building charity that connects people to each other and to experiences designed to build health and strength, skills and confidence, and opportunities for exploration and growth.



# KINDNESS INTEGRITY OUR VALUES INCLUSIVENESS RESPECT OPTIMISM

**Kindness** / We are friendly, caring, and committed to cultivating relationships built on compassion.

**Integrity** / We are honest, trustworthy, and take responsibility for our decisions and actions.

**Inclusiveness** / We embrace diversity and strive to create places, programs, and experiences where everyone belongs.

**Respect** / We believe in each other – our strengths, perspectives, and passions.

**Optimism** / We approach things with an open mind, an emphasis on happiness, and are inspired by the potential of all people.



## STRATEGIC DIRECTION 1:

Cultivate a Great Place to Work and Volunteer

We will build a diverse, equitable, and inclusive organization at all levels, including leadership and governance. By reimagining the future of work and improving employee happiness, we will become an employer of choice. To meet new challenges, we will retain talent with new skills. We will celebrate successes, recognize excellence, and continually invest in our team through training and development.



## STRATEGIC DIRECTION 2:

Strengthen the Legacy of our Y for Future Generations

We will create a flexible and agile organization that nurtures innovation, experimentation, and creativity. By encouraging new ways of working and championing sustainability, we will cut costs and improve efficiency. In addition to creating transformative innovations, we plan to broaden our revenue portfolio and expand our strategic partnerships to drive long-term financial sustainability.



## STRATEGIC DIRECTION 3:

Connect People to Meaningful Experiences Where Everyone Belongs

We will use community engagement and research to ensure our programs are relevant and responsive to changing needs. We will create places and spaces where people feel comfortable, are treated fairly and respected, and are connected to one another. Through collaboration, we will reduce barriers to program participation, maximize resources, support underserved communities and enrich the overall community experience.



## STRATEGIC DIRECTION 4:

Promote the Power of the Y

We will engage our communities in a bold way to help people better understand how we can all work together to make a positive difference. Community members will recognize the YMCA as a centre of community. Values, language, and narratives will be inclusive. Together with local partners we will work to raise awareness of our cause.

# STRATEGIC DIRECTIONS

## BY 2025, WE WILL...

- Improve workplace wellbeing and happiness.
- Advance diversity, equity, and inclusion (DEI) efforts.
- Enhance the quality of volunteer experiences.



**STRATEGIC DIRECTION 1:**  
**CULTIVATE A GREAT PLACE  
TO WORK AND VOLUNTEER**





**STRATEGIC DIRECTION 2:**  
**STRENGTHEN THE LEGACY OF  
OUR Y FOR FUTURE GENERATIONS**



**BY 2025, WE WILL...**

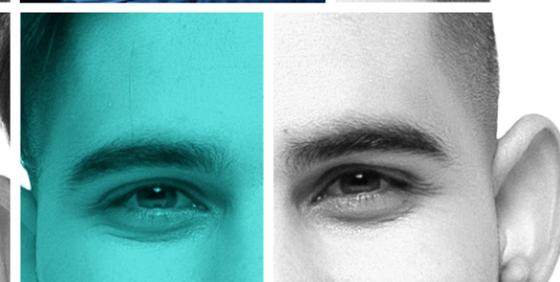
- Improve organizational health.
- Identify and pursue growth opportunities.
- Invest in innovation to advance our cause.

## BY 2025, WE WILL...

- Establish and strengthen relationships with communities.
- Adapt to the changing needs of our communities.
- Build and deepen strategic partnerships.



**STRATEGIC DIRECTION 3:**  
**CONNECT PEOPLE TO MEANINGFUL EXPERIENCES WHERE EVERYONE BELONGS**



## BY 2025, WE WILL...

- Increase awareness of the YMCA brand.
- Unify our communities around the new mission, vision, and values.
- Raise the YMCA's profile as a charity and the impact of our programs.

# STRATEGIC DIRECTION 4: PROMOTE THE POWER OF THEY

## CULTIVATE A GREAT PLACE TO WORK AND VOLUNTEER

**46%** of Canadians claim mental health issues have been one of their biggest work challenges since the start of the pandemic.

**30%** decrease in volunteer base of non-profits has been seen since the start of the pandemic.

## STRENGTHEN THE LEGACY OF OUR Y FOR FUTURE GENERATIONS

**80%** of young Canadians agreed that charities provide value through practical solutions that help solve the most pressing societal issues and make Canada a better place.

**34%** of charities are seeing demand for their services increase faster than they can grow their capacity.

## CONNECT PEOPLE TO MEANINGFUL EXPERIENCES WHERE EVERYONE BELONGS

**1/10** people in Canada report often or always feeling lonely, showing a greater need for community programs to bring them together.

## PROMOTE THE POWER OF THE Y

The YMCA must stand out amongst the more than

**86,000** registered charities in Canada.

When asked in a 2022 survey, the percentage of respondents who were not aware that the YMCA of Simcoe/Muskoka is a charity exceeded

**30%**

# WHY IT MATTERS...

# ENABLERS

**We identified four key enablers that are critical to the realization of our strategic plan. These enablers support all strategic directions.**

## PEOPLE

Our employees and volunteers make all that we do possible. As an organization, we strive to create a culture of inclusion, accountability, and opportunity for all employees and volunteers. Engaged and motivated employees lead to high-quality programs and services for our community. We will celebrate successes, recognize excellence, and invest in the training and development of our employees in order to achieve our mission.

## PHILANTHROPY

As a charity, our Y plays a vital role in delivering programs and services that respond to the needs of our community. Our Y is able to achieve this thanks to the generous support of our donors and supporters. In order to fulfill our philanthropic ambitions, we will expand our donor base, share our charitable cause with the public, and enhance the giving experience in order to strengthen our relationship with donors.

## COLLABORATION

There are many societal challenges that the Y can help alleviate. However, we cannot do it alone. With the support of other organizations and strategic partners who share our vision of vibrant and connected communities, we will further reduce access barriers and provide seamless services to the residents of Simcoe, Muskoka, and the District of Parry Sound.

## TECHNOLOGY

More than ever before, technology plays a crucial role in our ability to deliver programs and services, communicate with our participants, and share the YMCA's impact in communities. By investing in new systems, software, and digital tools, we will broaden our reach, optimize the participant experience, and enhance our internal efficiency.



THANK

YOU!

**Many people and groups generously supported the development of this strategic plan by sharing their time, insights, and expertise with us. The YMCA of Simcoe/Muskoka gratefully acknowledges the contributions of:**

- Members of the Strategic Planning Committee.
- YMCA staff and volunteers who participated in planning, research, surveys, and focus groups.
- Community members, program participants, donors, and community partners who completed surveys and shared their experiences in focus groups.
- A special thank you to HSC Vision Group who facilitated the planning process.