



Building healthy
communities

Sault Ste. Marie YMCA

Comprehensive Strategy Development

2022-27

HERE TO STAY



Our Vision

Our YMCA serves as a place to belong, achieve your potential and strengthen our community.

Our Charitable Purpose

We are dedicated to the growth of all persons in mind, body and spirit with a sense of responsibility to each other, our community and the global community.

Our Values

Caring – Demonstrating compassion and empathy to all.

Honesty – Operating transparently with trust and integrity.

Inclusive – Celebrating and appreciate diversity and creates a sense of belonging.

Respect – Embracing all persons with dignity.

Responsible – Accountable for choices, actions and commitments, does what is right and needed.

Collaborative – Build healthy, strong communities through teamwork and partnerships.



EVERY GOOD STRATEGIC PLAN STARTS WITH WHY?

OURS DOES TOO

We know we have to focus on sustainability and fiscal responsibility – the people who work here, volunteer here, and those we serve and who depend on our facility are counting on it.

We know that we do good work but we need to evolve – and we need to be intentional about it. Evolving or changing the way we work & operate is what we've been doing for over 120 years and it's what makes us different.

We know the community needs us. We're good at helping people make meaningful connections. Developing new programs that address specific demographics, populations and community needs is what we do best.

It is well known that we are all better than our individual parts. As the largest community agency in Sault Ste. Marie, we need to be the leaders with respect to new partnerships and collaborations.

Ultimately our goal is to always have impact, relevance and sustainability. In order to achieve this there exists 3 areas we must focus on:

- OUR PEOPLE
- FUNDING DIVERSIFICATION
- A PLACE TO CALL HOME



Our HERE TO STAY Enablers

To deliver on HERE TO Stay, what primary strategic enablers do we need to access or develop?

Partnerships

Capital renewal/Fundraising

Stakeholders

Innovation

Culture

Marketing

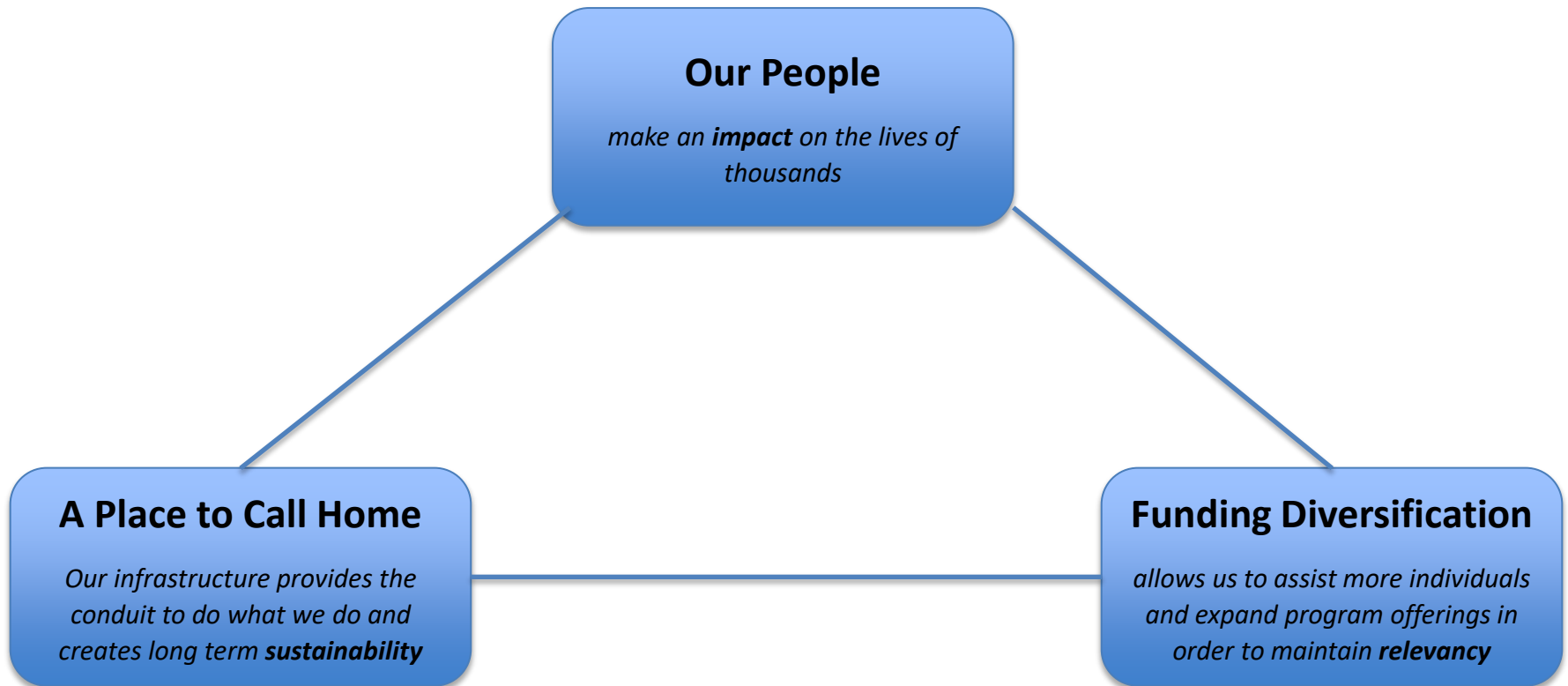
Technology

Shared Services/Management
Agreements



HERE TO STAY Comprehensive Strategy Development Plan

To achieve our vision, our Plan will focus on three key areas. These areas of focus are interdependent – the achievement of outcomes in one area will strengthen our capacity to achieve outcomes in another area.



Strategic Priorities/Outcomes We Desire

Impact

Impact begins with **our people** and we will require a targeted approach to both employee and volunteer human resources through recruitment, training, compensation, and culture. We strive to strengthen our culture and our impact by:

- Providing the leadership people need to be inspired and successful.
- Supporting the growth and development of our human resources.
- Acknowledging and celebrating achievements, improving engagement, and understanding of the YMCA charitable mission.
- Strengthening service delivery through strategic investments in priority programs and staff development.
- Enhancing the values-based culture among staff, volunteers and participants to improve service and inspire personal growth.



Strategic Priorities/Outcomes We Desire

Relevancy

We will remain relevant by responding to the changing needs of our community through ***funding diversification*** in order to expand on the programs & services we offer and better communicate our story by:

- Enabling individuals to reach their full potential through more diverse program offerings.
- Building brand awareness within the community in programs and services.
- Extending core offerings and new programs to new partners and key demographic groups.
- Optimizing our resources through collaboration.
- Growing our fund development and donor base.



Strategic Priorities/Outcomes We Desire

Sustainability

We will embark on a long-term commitment to build more resiliency and sustainability to continue to be *a place to call home* by:

- Reducing waste and operational inefficiencies.
- Creating and implementing a capital campaign to re-invest in our infrastructure.
- Strengthening operations and fiscal performance to be positioned to reinvest in human and facility assets.
- Leveraging our synergies and efficiencies with other YMCAs.
- Delivering our strategy with measurable results.



Projects/Actions Required

We will accomplish our priorities and desired outcomes by:

- Leadership investment in a minimum of five community collaborative networks that move the dial on complex health and social issues.
- Enhance or create a minimum of five partnerships through sustainable service delivery that address things like cardiac rehabilitation, alzheimer's, arthritis, newcomer wellness, mental health, and so on.
- Enhance staff training and education to become better skilled when working with specific demographics and populations thus creating a greater sense of belonging and more diverse programming.
- Develop an annual marketing and an annual fundraising plan.
- Promote brand awareness and community value through our Strong Communities campaigns and relaying our cause.
- Leverage Strong Communities storytelling and impact testimonials to connect staff, volunteers and stakeholders to our Mission using various media platforms.
- Enhance stakeholder engagement through key initiatives including a YMCA Report to Community, any fundraising events and all stakeholder communications.
- Explore collaborative initiatives, shared services, and management agreements with neighbouring YMCAs.
- Provide opportunities and assistance to other local agencies in need of space and/or specialized programming.
- Assess and refresh youth programming and adult wellness to best match needs and interests of members.
- Begin utilizing Capital Reinvestment account to address infrastructure needs.
- Increase annual deposits into Capital Reinvestment account to ensure infrastructure is upgraded and properly maintained as needed.
- Focus on risk management, updated policies and good governance to ensure a healthy, safe environment for all.
- Implement continuous Fundraising Strategy with a focus on major gifts, sponsorships and increased donations.
- Build strategic relationships with other organizations that align with our values and goals.
- Ensure tools and opportunities for success are



HOW WE INTEND TO SUCCEED

By March 31, 2023, we will strive to achieve the attached Year One Action Items.

