



YMCA of
Sudbury

Strategic Plan
2014-2018

Building healthy
communities

Building Healthy Communities

For more than 75 years, YMCA of Sudbury has been dedicated to strengthening people in spirit, mind and body. Today we are building on our experience, strengthening our voice, reinvesting in our people and programs, and launching new and innovative initiatives which will be deeply embedded in the fabric of our neighbourhoods.

Over the last year, we embarked on a strategic planning process to chart our course for the next five years. We reached out to ask Sudbury's community leaders, partners, youth, new Canadians, and our YMCA members, program participants, staff and volunteers to dream of new and innovative ways to engage and strengthen our community—and share their vision for our YMCA.

We asked you to identify the most significant challenges facing the Sudbury community and here is what you said:



You told us Sudbury is changing and that together we need to ensure our community is prepared to meet these challenges.

This feedback was invaluable and it helped us create a new, five-year strategic plan with a vision to be at the forefront of positive change in the health and well-being of our community. It is an ambitious, yet realistic plan that focuses on engaging more children, teens and young adults in more neighbourhoods in Sudbury and it recognizes that when we help our people grow up healthy, our entire community becomes stronger. We also believe that children, teens and your adults are more likely to succeed in a community which is home to healthy families and adults.

Guiding Principles

- Member involvement
- Collaboration and partnership
- Diversity and inclusion
- Ethics
- Accountability and stewardship
- Volunteerism and professionalism

Program Principles

- Alignment with Mission, Vision, Values
- Commitment to quality and excellence
- Potential to deepen YMCA involvement
- Competency to lead
- Relevant and significant in impact and scope
- Capacity to operate and sustain

These PRINCIPLES guide decision-making related to organizational culture, policy and practice. This is what matters most to us and will be advanced in all that we do.





Our Call to Action

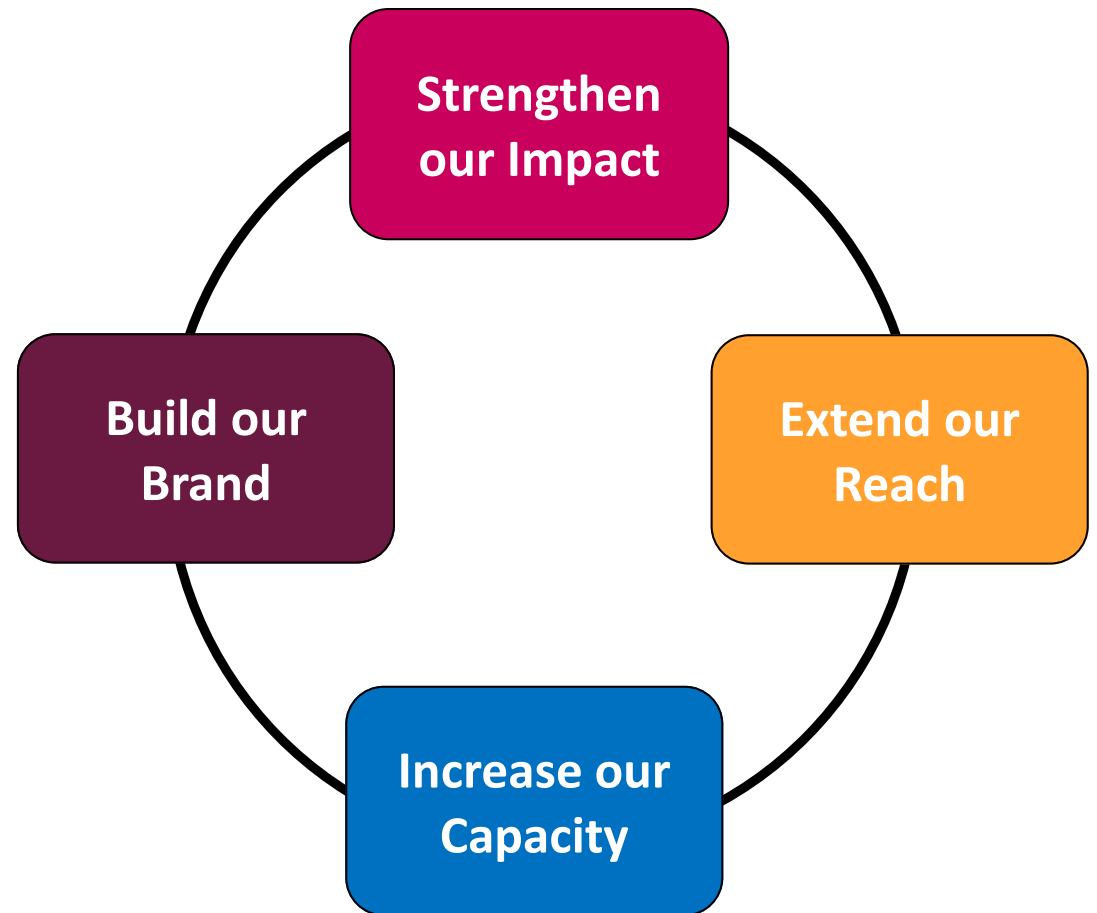
Our YMCA has been through a period of challenge and change, much like our community. We are building towards a future where our YMCA is growing to meet the diverse needs of our community; is fiscally sustainable; is well networked and leverages investment of time, energy, and talent already at work in the YMCA federation and within Sudbury. Our YMCA will be an intergenerational hub that strengthens the foundations of our community across life stages.

Our Commitment

The YMCA is committed to strengthening the foundations of community; nurturing the potential of children, teens, and young adults; promoting healthy living; fostering a sense of social responsibility; and delivering lasting personal and social change.

Strategic Plan 2014-2018

Our new strategic plan focuses on four key strategic directions. From these directions come a set of strategies that will guide our work for the next five years.



We invite you to join us over the next five years as we work together to build a stronger, healthier Sudbury.

Strengthen our Impact

We will continue to change the lives of children, teens, young adults and families by developing & delivering an innovative, holistic approach in all programs and services

Objectives

Teens & Young Adults experience the YMCA as a safe and supportive ally

Our YMCA is a diversity leader

Families improve their nutritional and physical literacy

Tactics

- Create a positive and welcoming space for teens and young adults
- Create opportunities for leadership and mentorship for teens and young adults.
- Create a YMCA Healthy Adolescent Development resource kit to deliver consistent quality and safe core programming
- Explore partnerships with stakeholders to increase and implement educational, employment and training opportunities for young people in our community
- Create a positive environment reflecting the diversity of our community
- Create a continuum opportunity focused on strengthening an association diversity and inclusion plan
- Develop and implement a plan focused on healthy eating and active living for families in our community
- Develop and implement healthy active living plan for all our program offerings.



Extend our Reach

We will extend our reach, supporting community building across Northern Ontario through collaboration within our YMCAs and our local, provincial, national and international partners

Objectives

Charity of Choice

Fiscal Sustainability

Tactics

- Develop a plan/strategy to strengthen our community involvement to increase community awareness and be recognized as a valuable partner
- Develop a proven sustainable model to provide more opportunities to engage/partner with the YMCA, including rural populations
- Develop a shared capacity through collaboration so that the Northern Region YMCAs can sustainably build healthier communities in North Eastern Ontario



Increase our Capacity

By working together, we will develop and leverage our participants, members, staff and volunteers to build healthier communities and ensure our long term sustainability

Objectives

Tactics

YMCA Members are “Involved for life”

- Create a continuum of involvement opportunities for participants, members, staff and volunteers focused on building healthier communities

Charity of Choice

- Develop and implement a strategic philanthropy program focused on enhancing the donor experience and securing sustainable funding

Fiscal Sustainability

- Develop a strategy to develop high standard of operational performance and fiduciary responsibilities



Build our Brand

We will demonstrate and communicate how we are making a difference in individuals lives and our communities—who we are, what we do and why it matters so that people recognize, engage in and support the achievement of our vision

Objectives

Strengthen and advance support for our charitable work

Develop a strong Brand which reinforces our charitable position and the role we play in strengthening our community

Tactics

- Develop and implement new association case for support focused on awareness of the YMCA Sudbury's image and reputation as a valued charity of choice
- Adopt Federation Philanthropy Strategy (e.g. future strategy and direction of the YMCA Strong Kids Campaign)
- Implement Federation Brand strategy
- Develop and implement a comprehensive brand strategy for both internal and external stake holders





Acknowledgements

Thank you to the individuals and community partners who generously shared their insights and contributed to the development of our strategic plan.

A very special thanks to YMCA Ontario, Jennifer Holmes Weier, VP, Ontario Regional Development Centre Services & Government Relations and to our Board Strategic Planning Committee & Senior Leadership team.



Our Vision

A healthy YMCA for Sudbury where everyone can belong and grow

Our Mission

YMCA of Sudbury is a charity dedicated to providing opportunities for individuals, families and communities for personal growth in spirit, mind and body and service to others

Our Values

- Caring
- Excellence
- Honesty
- Inclusiveness
- Respect
- Responsibility

YMCA of Sudbury

140 Durham Street
Sudbury, ON P3E 3M7
(705) 674-8315 Phone
(705) 675-8777 Fax
sudbury.ymca.ca



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