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YMCA Calgary 10-Year Strategic Direction



VISION

Our communities are happy and healthy because children, youth, and adults **belong, grow, thrive, and lead.**

MISSION

We connect people through diverse and shared experiences. **As a trusted charity**, YMCA Calgary helps create spaces and **communities** that are **welcoming** and **inspiring.**

VALUES

YMCA Calgary is committed to practicing and demonstrating the **core values of respect, honesty, responsibility and caring** in all aspects of the organization.



PROMISE

We believe in people. We see their potential. We see strengths in our differences and inspiration in our diversity.

We are the neighbour you can count on, **a place for everyone;** A space to play, to challenge yourself, to build resilience and to grow.

The journey may start with a splash, a bounce, or a crunch under your boots; and if we do our part, **it will lead to a healthier, more vibrant community.**

Your YMCA exists so that everyone has an **opportunity to belong.**



STRATEGIC PRIORITY #1

A Trusted Charity

YMCA Calgary has a long history and proud legacy of working with and for the community as a charity. **Within the next ten years, we will celebrate 125 years of serving Calgarians.** We must continue to be trusted to deliver on our commitments to the communities and stakeholders we serve and be a relevant charity of choice.

GOALS 2021-2030

- Culture of philanthropy within our YMCA
- Attract donors and volunteers to support our initiatives, programs and services
- Best practices sustain our planned giving and annual giving campaigns



Exceptional Experiences

People are looking for, and value experiences - experiences in which they are immersed, have opportunities to connect, and feel engaged. Our research helped us understand that we need to deliver experiences that enhance the quality of people's lives through connection and engagement. **Creating meaningful experiences requires a commitment to learning and listening**, continuous quality improvement, service excellence, and change.

GOALS 2021-2030

- Ensure current facilities and extended spaces are creating community hubs
- Creating immersive experiences that engage and connect the community. Especially to those who feel isolated and excluded
- Inclusive and diverse organization honouring and leverage the strengths of our Indigenous staff and volunteers
- Invest in new systems, tools and software to enhance member and program experiences
- Current spaces and programs are welcoming to diverse populations, affordable and accessible



STRATEGIC PRIORITY #3

We Can't Do It Alone

Our choice is to focus on partnerships with organizations that share our vision.

The dynamics of the social and economic changes sweeping over Calgary are much too complex and weighty for any one organization to tackle on its own. There is a readiness and willingness to work together in ways that have not been tried before. Through collaboration and strengthened partnerships, we will enrich our impact and outcomes to better serve the needs of the community.

GOALS 2021-2030

- We have intentionally extended our reach and impact through partnerships
- We have engaged in new ways of working and have sought out partnerships that are innovative and non-traditional
- We have expanded our revenue stream by working with community partners to leverage the use of our facilities for community building opportunities
- We have found the right partners and niche to have an impact on mental health in the community
- In all that we do, we are open to investigating and partnering where the YMCA can best serve the community



STRATEGIC PRIORITY #4

A Place for Everyone

Our spaces and services are a beacon in the community. Activating spaces where people choose to gather is another strategic imperative surfaced by our research. Over the next ten years we will **reimagine our assets and new initiatives** based on new patterns of where and how people choose to live, work and play closer together. We will apply research findings that the YMCA could benefit from going to where people are – extending our services outside the wall of YMCA facilities, striving to ensure that we are addressing all barriers to access.

GOALS 2021-2030

- Reimagine unused or ineffective spaces in our facilities, to create “community beacons”
- Expand the reach of our services by taking our programming into the community
- We have a physical presence in geographically underserved areas
- We are the chosen place for intergenerational gathering
- Membership reaches beyond our facilities to better serve and retain our current multigenerational members
- Expanded our services to youth, newly arrived Calgarians, seniors, and indigenous communities



STRATEGIC PRIORITY #5

Here for the Long Term

YMCA Calgary has a strong history of serving the Calgary community. We want to continue to be here for the long term. Within the next ten years, we will celebrate milestones such as Camp Chief Hector YMCA turning 100 years old and 50 years of girls attending camp. We know how to manage and maintain assets and we want to ensure our facilities are sustainable and accessible to everyone.

We also know that to be of service over the next 125 years we will need to **continue to intentionally develop volunteer and staff leaders** to ensure we are creating the future we want for Calgarians.

GOALS 2021-2030

- Strengthening our 25-year development plan to ensure our long-term financial sustainability
- Implemented or participated in initiatives which support environmental sustainability
- All our decisions about current and future facilities are based on a broad needs analysis and stakeholder consultation.
- Volunteer program thrives, successfully engaging youth, millennials and Generation Z

