



YMCA of Oakville  
STRATEGIC  
**PLAN**  
— 2022-2025 —

**Choices and  
New Directions**





# CHOICES AND NEW DIRECTIONS

DISCOVERING THE POSSIBILITIES BEFORE US



The last few years have taught us all to consider each day what is most important to us, how we spend our energy, how we choose to live, and who is most important in our lives.

Our YMCA is here to serve our community. As we emerge from this tumultuous time, our YMCA is ready to help individuals in our community make positive, healthy choices. We are striving to create a community that is equitable, and reflective of our diversity, is open and innovative. We see first-hand that the pandemic has had a disproportionately negative impact on many in our community. Many people have been left behind, choiceless, while others are exercising new opportunities and lifestyle changes. We see this disparity and are working to fill the most critical gaps.

*In a world of choices we invite you to choose the YMCA of Oakville.*

Whether you are a participant, staff, volunteer, donor, or community partner we seek to deliver our best service to meet your needs and help you connect. Our YMCA strives to be the place where you choose to learn, work, play, and give back to your community. We invite you to read on to see how the aspirations, initiatives and goals in our Strategic Plan have been developed to help us be your choice in our community.



**Kyle Barber**  
CEO  
YMCA of Oakville



**Ian Troop**  
Board Chair  
YMCA of Oakville



# YMCA DIRECTIONS



A **Service Provider**  
of Choice means

*Delivering superior  
solutions for early  
childhood education,  
preventative health  
and well being for all*



A **Charity**  
of Choice means

*Mobilizing community  
resources that remove  
barriers to participation  
and advance social equity*



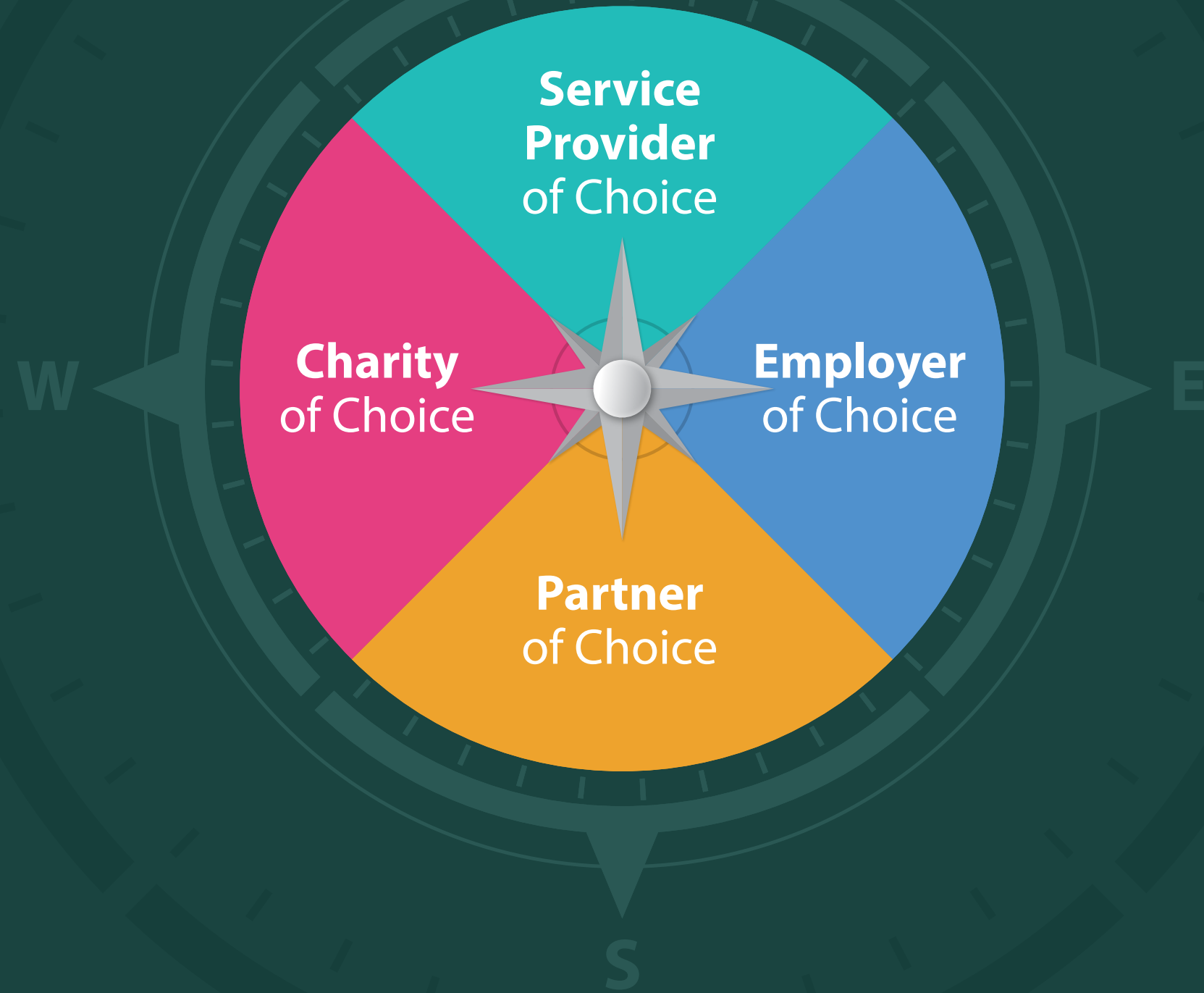
An **Employer**  
of Choice means

*Applying our values  
to cultivating healthy  
opportunities to learn,  
grow and build a  
meaningful career*



A **Partner**  
of Choice means

*Building positive  
collaborations to achieve  
greater social impact  
together*







# YMCA DIRECTIONS



How we will be a **Service Provider** of Choice

Exploring new program and service opportunities and creating new resource streams



Delivering superior Child Care to more families in the face of transformation



Using data and technology to make insightful programming decisions



Broadcast our unique value propositions



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# YMCA DIRECTIONS



## How we will be an **Employer** of Choice

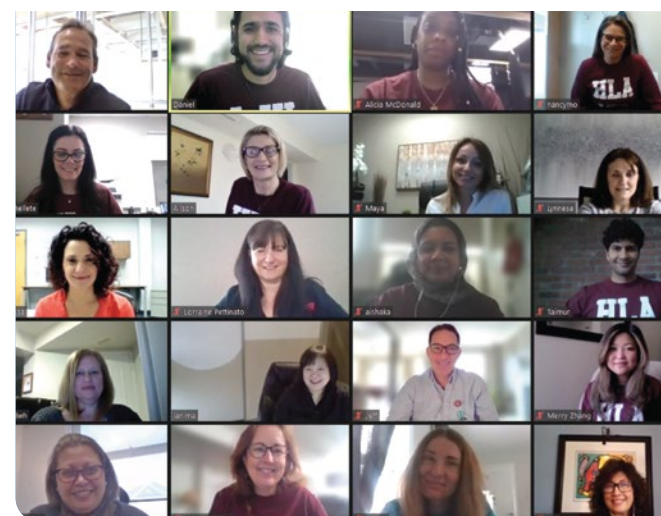
Strengthen and advance equity, diversity and inclusion



Review our approach to compensation and hybrid work/life balance



Embed continuous learning opportunities and career vision



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# YMCA DIRECTIONS



How we will be a **Charity** of Choice

Amplify more reasons to give



Broadcast our local impact on health and well-being



Grow and steward our philanthropic capacity



Create new funding opportunities



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# YMCA DIRECTIONS



## How we will be a **Partner** of Choice

Engage our stakeholders to advance local growth and health impact



Offer more YMCA experiences through a broader network



Enhance impact through collaboration with like providers



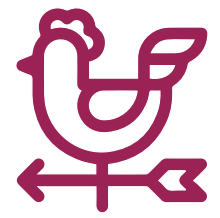
Leverage our YMCA networks



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# STRATEGIC ENABLERS

*THE ASSETS WE WILL USE TO FORTIFY OUR PLAN*



## Diversity/Equity/Inclusion

All YMCA programs, services and job opportunities will be open to all.

## Continuous Improvement Culture

Towards the ongoing improvement of all programs and services, our YMCA will ask for feedback and apply this accordingly.

## Our Local Brand

The YMCA of Oakville has a proud history of delivering high quality services to the community and we will continue this legacy.

## Data & Technology

The YMCA of Oakville will make strategic decisions using data insight and will optimize technology as methods of connecting people change.

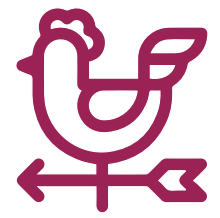
## YMCA Networks

The YMCA of Oakville shares best practices developed across a national and international YMCA federation.

## Financial Resources

Charities in Canada have been financially impacted by the COVID pandemic. The YMCA in Oakville was supported through government subsidies, a generous community, and through sufficient reserves. Our programs and services will gradually re-emerge and we will invest in new programs and services.





# THREE PHASES OF OUR PLAN



## How we will stage our success:

**Solve the immediate *Challenge*:** to stabilize and re-set the stage for sustainability in our new normal

**Act on the *Opportunity*:** to implement, scale and measure our success

**Identify the new *Possibility*:** to pilot and test innovative programs and services







# MISSION, VISION & VALUES

## MISSION

The YMCA of Oakville is a charity that connects people and builds health and well-being for the community

## VISION

A stronger, healthier and more resilient community

## VALUES

- Equity
- Kindness
- Integrity
- Responsibility
- Well-being

## OUR PROMISE TO COMMUNITY

- Accessibility
- Inspiration
- Mobilization
- Meaningful Engagement

