

# *our story*

## OUR STORY

### VISION

The YMCA of Chatham-Kent is the recognized community leader in building strong kids, strong families and strong communities.

### MISSION

The YMCA of Chatham-Kent is a charitable organization dedicated to serving our community through the development of all people in spirit, mind and body.

### CORE VALUES

Caring, Honesty, Inclusiveness, Respect and Responsibility


### *growing stronger together*

*To make a personal contribution to the growth, strength and impact of the YMCA in your community today, contact your YMCA's local development office, or visit your local YMCA.*



YMCA

335 King Street West, Chatham,  
ON N7M 1G2  
519-352-0950  
[www.ckymca.com](http://www.ckymca.com)



YMCA

**THE YMCA OF CHATHAM-KENT  
STRATEGIC PLAN 2008 TO 2012**

# growing stronger together

## ...FORWARD TOGETHER

The work of the staff and volunteers and the involvement of our community at the YMCA of Chatham-Kent from 2008-2012 within our Strategic Plan Growing Stronger Together will form a very important phase in the history of our YMCA. Through our collective planning and the annual tactical plans that are borne out of this strategic document, we will ensure the delivery of programs and services to greater numbers of people each year in a sustainable manner that helps us to strengthen our ability to build *Strong Kids, Strong Families, and Stronger Communities*.

## GUIDING PRINCIPLES

The YMCA of Chatham-Kent is committed to providing:

A safe, supportive environment which helps individuals achieve their potential

Access and participation for all

Fellowship, community responsibility and service to others

Quality leadership through a partnership of volunteers and staff

An ethical, autonomous organization that is financially self-sufficient

Programs and services which contribute to and benefit from a global perspective



The YMCA of Chatham-Kent is a story that begins and ends with people.

Serving very divergent community needs, our YMCA impacts young and old, urban and rural – spanning income, social status, gender and faith. Yet amidst the diversity, there is a common thread: the YMCA's desire to improve the health and wellness of the people living in our region.

Jim Janzen  
YMCA – Chief Executive Officer

## GROWING STRONGER TOGETHER

The notion of strength through the use of collective expertise has always correlated strongly with the human condition. Our YMCA exists to engage our community in the pursuit of healthier lifestyles. In our strategic plan we outline our YMCA's commitment to that goal. Through strength in Vision and an aligned purpose and effort of our staff and volunteers we'll achieve our vision together.

Our plan calls for us to Grow Stronger Together. This speaks to our desire to build relationships. We will achieve this by strengthening our current relationships with our community partners, staff, volunteers, and donors. Over time we'll achieve greater strength by seeking out new relationships that form a broad scope and array of programs, services, and opportunities that mutually benefit those we engage.

By growing the circle of those we engage we'll increase the impact we make and the awareness people have for the need to achieve healthy lifestyles, not only physically, but socially and personally.

By executing our plan we'll serve more people, more communities, and more families than ever before.

Growing Stronger Together means achieving our goals through a sense of shared purpose. Collaborating with our YMCAs regionally and nationally has made us stronger in the past and will continue to be a key part of how we execute our strategy, today and into our future.

A YMCA that is Growing (becoming more things to more people), becoming Stronger (more capable and able to deliver on its Mission), and doing so Collaboratively (together with partners) will be a model that attracts greater participation by those in need of our services, those who donate and those who wish to be part of something that resonates within their community.

The YMCA of Chatham-Kent has identified **four** key **Strategic Initiatives** and related **Strategic Outcomes** that are critical to successfully fulfilling our mission and achieving our vision.





# one

## ENGAGE MORE PEOPLE

Our YMCA will continue to develop and expand our programs and services to reach our goal of being the leader of these areas in our community. Our YMCA is currently connected to more than 5,500 individuals through our programs and services. Our vision is to double that number by 2012.

### HEALTH and WELLNESS Improving The Health Of Families And Adults

- Increase the number of people we serve through fitness, health and recreation programs
- Focus on the growth and retention of YMCA members through practices that engage more members for longer periods of time
- Consistently improve the quality of our programs and services
- Increase programs and services to address the critical heart health needs identified in Chatham-Kent

### CHILD and YOUTH DEVELOPMENT Developing Healthy Children and Youth

- Become the leading provider of quality child and youth services
- Increase the number of children served in licensed child care
- Increase overall numbers of child and youth members

### COMMUNITY PROGRAMS Strengthening Our Ability To Address Identified Emerging Community Needs

- Identify and implement YMCA initiatives that address emerging community needs
- Identify and engage funding partners to ensure sustainability and accessibility of programs
- Understand and support other community groups' initiatives that complement our strategic direction
- Continue to invest and participate in international development initiatives

## STRATEGIC OUTCOME 1

YMCA membership, programs and services will expand and be readily accessible to more people – contributing to the health and vitality of our community.



# two

## MANAGE OUR ASSETS

Each year, thousands of members and participants visit our membership and program centres. This extensive usage, combined with normal facility aging and program evolution, requires a renewed commitment to keep our centres "new and relevant".

### BUILD A NEW MEMBERSHIP CENTRE

- As the current anchor facility of our YMCA, the membership centre on King Street West in Chatham has aged to the point where it is no longer able to effectively serve the needs of members. We will pursue opportunities for partnership and collaboration to create a new centre that will allow us to meet the needs of our community

### RENEWAL OR REPLACEMENT OF PROGRAM CENTRES AND OTHER ASSETS

- Commit to the renewal, enhancement, renovation or extension of program centres and assets to better serve our members and participants
- Develop innovative outreach and community satellite YMCAs to provide health and wellness links in response to distinct community needs outside of the Chatham Ward.

## STRATEGIC OUTCOME 2

Our YMCA's physical assets will be vital spaces for hosting and supporting programs and services that contribute to the health and vitality of our community.





# three

## BUILD OUR CAPACITY

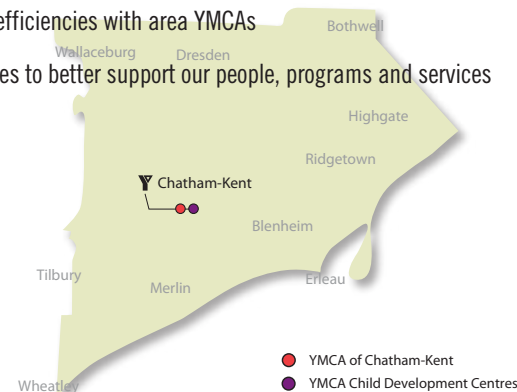
Our YMCA will share a common organizational “culture” of beliefs, values and motivation in line with our vision and mission. This requires a commitment to effective work processes, including the use of new technologies. We will also ensure human resource systems continue to support staff and volunteers.

### ENSURE THAT OUR PEOPLE ARE OUR GREATEST ASSETS

- Create an environment that attracts and retains great people
- Ensure consistent service and quality through recruitment, training and recognition of staff and volunteers

### SEEK STRATEGIC COLLABORATIONS AND PARTNERSHIPS

- Our YMCA will be an organization that welcomes and includes diverse stakeholders who will help us develop a strong, healthy community
- Create partnerships to advance issues related to healthy living
- Work with communities who express an interest in the YMCA and who would benefit from our facilities, programs and services
- Explore the synergies and efficiencies with area YMCAs
- Develop Association Services to better support our people, programs and services



# four

## STEWARD OUR RESOURCES

Our YMCA will continue to grow as a financially strong and autonomous community organization that creates and manages its resources effectively. Our investments and reserves will be used to address needs within our community in ways that benefit YMCA participation and service.

### ENSURE LONG TERM FINANCIAL SELF-SUFFICIENCY – FISCAL RESPONSIBILITY, RELEVANCE, SUSTAINABILITY

- Invest resources to achieve the overall vision of the organization while maintaining a balance between investing in existing programs, facilities, equipment and new initiatives
- Seek to maximize benefits for the greatest number of people and create sustainable, mutually supportive partnerships

### CREATE A STRONGER PHILANTHROPIC CULTURE

- Establish a financial development office focused on an integrated development program including annual giving, major gifts and planned giving
- Significantly increase the number of friends who are able to articulate compelling YMCA stories
- Increase the numbers of donors
- Establish an integrated donor stewardship program

## STRATEGIC OUTCOME 3

Our YMCA will be positioned as a well-managed, quality provider of programs and services, an employer of choice and a community partner dedicated to improving health and vitality.



## STRATEGIC OUTCOME 4

Our YMCA will be financially healthy and well-positioned as a strong philanthropic organization, providing leadership and contributing significantly to the vitality and health of the community, locally, regionally and internationally.

