

Association Plan/ 15 month plan

(January 2021 to March 2022)

Ignite the Light

Our new strategic plan, *Ignite the Light*, guides our activities over the next five years. Our 15-month plan highlights some of the initial steps our charity will take to achieve our vision of vibrant GTA communities where everyone can shine. We will continue to respond to the pandemic. And, as this summary shows, between now and March 2022 most of our work and focus will be on recovering and rebuilding from it. Other initiatives will be phased in based on our Y's financial health. Connect with your leader to learn more.

Recover & Rebuild from the Pandemic

- Provide supports to staff that promote morale and engagement
- Bring back and acquire new participants across all program areas
- Continue our focus on health and safety and adapt our facilities as necessary
- Seek new program opportunities that respond to immediate needs and government funding priorities

Strategic Direction #1. Champion diversity, social connection, and belonging

- Develop and launch a **new Diversity, Equity and Inclusion Strategy including accelerating our strategy to confront anti-Black racism** so that no community member is left behind
- Develop more programs and community connections for older adults, building on the success of The Bright Spot

Strategic Direction #2. Address key issues

Mental Health, Employment, Child Care, Affordable Housing & Homelessness

- Incorporate **mental health programs and supports** for all groups within our communities
- Support **young people's employment** through innovative new programs
- Pursue opportunities to develop more **affordable and supportive housing** for youth and seniors
- Put the elements of a licensed **home child care program** in place so as to be able to quickly implement it when the time is right

Strategic Direction #3. Reach people in new ways

- Significantly invest in delivering **virtual programming and build a virtual content platform**
- Open **two new YMCA Centres of Community** – the Vaughan Metropolitan Centre YMCA and The Steve and Sally Stavro Family YMCA
- **Pilot a neighbourhood model for integrated program delivery** by using leased and community spaces

Strategic Direction #4. Evolve the ways we work

- Create a centralized **YMCA Connection Centre** to support the recovery and rebuilding plans for all core programs

Strategic Enablers

1. Introduce **Human Resources Information System technology** to improve the employee experience
2. Launch a new and differentiated **Brand Strategy**
3. Develop and launch the **new NOVA Customer Relationship Management (CRM) solution**
4. Position ourselves as a **charity of choice**, securing major and transformational gifts