

STRATEGIC PLAN 2023-2026



Our Vision:

Thriving communities where everyone can shine and feel they belong.

Our Mission:

Connect and ignite the potential in people, helping them grow and give back to our communities.

Our Values:

Honesty – Responsibility –
Inclusiveness – Caring - Respect

Our Strategic Priorities

CONNECT

Foster strong relationships to expand the YMCA's reach and impact in order to serve the needs of Cape Breton communities.

THRIVE

Take strategic steps to ensure the long term viability of our YMCA and make a meaningful impact in the communities we serve.

PEOPLE

Create a culture that prioritizes the needs of people, promotes a holistic approach to well-being, and fosters an engaged and connected organization.

Our Strategic Objectives

CONNECT

- **Build and strengthen partnerships and connections** to serve communities and expand our reach across Cape Breton.
- **Share our story** by using effective marketing and communications strategies & tools.
- **Offer programming and services that cater to a wide range of individuals**, including seniors, youth, families, and equity groups.
- **Be a center of service in emergency response** and provide a safe space for community to gather

THRIVE

- **Strengthen path to financial sustainability** with a focus on current areas of impact (health and wellness, childcare, employment services and fund development).
- **Advance our philanthropic culture** and increase charitable awareness to support the YMCA of Cape Breton's mission.
- **Continue to provide high quality programs and services** in the areas of childcare, health and wellness programming and employment services to enable thriving communities.
- **Help build strong communities** by supporting partners and advocating for the basic needs of Cape Bretoners.

PEOPLE

- **Become the employer of choice in Cape Breton** by prioritizing staff, offering fair wages and benefits, building our team, and implementing strategic recruitment, retention, and recognition initiatives for our YMCA staff and volunteers.
- **Build an engaged and connected organization** by increasing interconnection among divisions, maintaining good governance, and engaging staff, volunteers, participants and members on a regular basis to inform organizational practices, policies and strategies.
- **Support a holistic approach to individuals' well-being**, with a focus on Diversity, Equity, Inclusion and Accessibility, social inclusion, sense of belonging, and mental health support.
- **Served by a staff and board that reflects the communities we serve** by holding ourselves accountable to a diversity and skills matrix and building relationships with individuals who share our vision.