



# YMCA OF CAPE BRETON Strategic Plan 2026-2031

## Our Role

YMCA of Cape Breton is an essential service provider, playing an integrated role in the social fabric of Unama'ki-Cape Breton with a focus on employment, childcare, health and wellness, and support for accessing basic needs.

## Our Mission

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

## Our Vision

Thriving communities where everyone can shine and feel they belong.

## Our Values

Caring, Honesty, Inclusiveness, Respect and Responsibility.

## COMMUNITY

We will champion and deliver solutions that empower individuals and strengthen the communities we call home.



## Our Strategic Priorities



## CAPACITY

We will build on our 140 years of experience to enhance our capacity to deliver excellence.



## CULTURE

We will elevate our thriving employee and volunteer experience with a passionate focus on our people and our culture.



Visit us online for more information about the  
YMCA of Cape Breton: [capebreton.ymca.ca](http://capebreton.ymca.ca)

# Our Strategic Objectives



## COMMUNITY

Champion and deliver solutions that empower individuals and strengthen the communities that we call home.

**Connect to more communities in Unama'ki-Cape Breton** by bringing our YMCA to more people in rural and urban regions of the Island, and serving in new ways.

**Build stronger, healthier & more inclusive communities** by working with our partners to advocate for the basic needs of Cape Bretoners, increasing impact on community wellbeing, and fostering environments of belonging.

**Grow our reputation as a trusted essential service provider** by seeking new ways of working with diverse communities and organizations.



## CAPACITY

Build on our 140 years of experience to enhance our capacity to deliver excellence.

**Build a strong and healthy YMCA by having a sustainability plan** (financial, operational, environmental) and risk analysis lens for all programs. Identify options to diversify revenue sources and align with partners and funders who recognize and support our capacity.

**Ensure a quality experience** by focusing on a culture of continuous improvement and gathering feedback from our community.

**Advance our culture of philanthropy** and raise awareness of YMCA as an important charity in the community.



## CULTURE

Elevate our thriving employee and volunteer experience with a passionate focus on our people and our culture.

**Create spaces of belonging and equity of representation** by championing diversity, equity and inclusion within our organization, our spaces, our workforce and volunteers.

**Build capacity through growth and collaboration** by focusing on conscious change management practices, training, professional development and managing with purpose.

**Provide exceptional employment and volunteering experiences** by strengthening organization-wide compensation practices and fostering workplaces where every employee and volunteer feels valued, heard, supported and inspired.

## Emerging Priorities

- *Move towards evidence-based measurement of the results of our programs and services.*
- *Foster a culture of innovation.*
- *Embed a holistic view of health & wellness in our culture.*