

ASSOCIATION PLAN 2023-2024

PRIORITIES

- 1 Recover to pre-pandemic participant levels
- 2 Implement Diversity, Equity, Inclusion & Belonging (DEIB) strategy
- 3 Develop initiatives to increase employee well-being
- 4 Implement financial strategy to ensure long term sustainability
- 5 Build strong foundation for future growth



Shine On

CORE AREA TARGETS

Target number of participants in each area is close to or exceeds pre-pandemic levels:

	Camping & Outdoor Education	Child & Family Development	Employment & Community	Health & Fitness
Participants	52,804	19,572	168,493	88,340
Volunteers	500	995	684	1,927

CORE AREA PRIORITIES



Camping & Outdoor Education

- Day Camp: 50 locations; accessibility & inclusion programs
- Overnight Camp: Diversify workforce; engage in Truth & Reconciliation efforts
- Initiate Forest School



Child & Family Development

- Canada-Wide Early Learning & Childcare System (CWELCC)
- Launch licensed home child care



Employment & Community

- Transition to new employment service system model
- Consistency in program delivery
- Enhance program offerings



Health & Fitness

- Refresh/introduce new offerings
- New partnerships
- Inclusive programming options for people with disabilities
- The Bridletowne Centre of Community ground-breaking: Spring 2023
- Prepare for McDonald Family YMCA opening

STRATEGIC INITIATIVES

Strategic Direction 1

Champion diversity, social connection & belonging

Continue to implement DEIB strategy:

- Launch Employee Resource Groups and Equity Communities of Practice
- Changes to human resource policies & practices
- Programs with equity deserving communities and Indigenous groups

Strategic Direction 2

Address key issues

- Expand Wagner-Green YMCA: supportive housing, wrap-around services

Strategic Direction 3

Reach people in new ways

- Prepare for McDonald Family YMCA opening
- Explore options: North York YMCA redevelopment & Mississauga YMCA relocation
- Improve environmental sustainability

Strategic Direction 4

Evolve the ways we work

- Increase staff satisfaction
- Deepen collaborations between human resource management, training, program delivery, joint grant applications

STRATEGIC ENABLERS



Healthy, Engaged and Inclusive Workforce:

- Advance staff mental health initiatives
- Conduct compensation review
- Introduce new programs to add staff and improve employee experience



Technology and Digital Transformation:

- Maximize benefits of ActiveNet; ensure Payment Card Industry Data Security Standard compliance; adopt child care tax receipt learnings
- Improve on-line registration tools



Philanthropy:

- Complete Strong Start, Great Future capital campaign
- Develop campaign focused on obtaining program funding



Positioning and Advocacy:

- Focus on: Child care funding and workforce; Bill 124



Financial Sustainability:

- Develop Financial Sustainability Action Plan to address projected deficit of (\$27.3M)
- Implementation: Fall 2023