

# Annual Operating Plan – 2024

YES Priorities: Young. Employees. Seniors.

## OUR VISION

Creating a vibrant and healthy community where everyone thrives, igniting their fullest potential.

## OUR MISSION

The YMCA of Hamilton|Burlington|Brantford is a charitable organization that creates spaces to belong and promotes healthy living for people at all stages of life.

## OUR VALUES

Caring. Honesty. Inclusion. Respect. Responsibility.

## OUR CAUSE

The Y Saves Lives

## OUR PRIORITIES

- **YOUNG:** Our legacy and our future
- **EMPLOYEES:** Our source of sustainable energy
- **SENIORS:** Our commitment to lifelong health

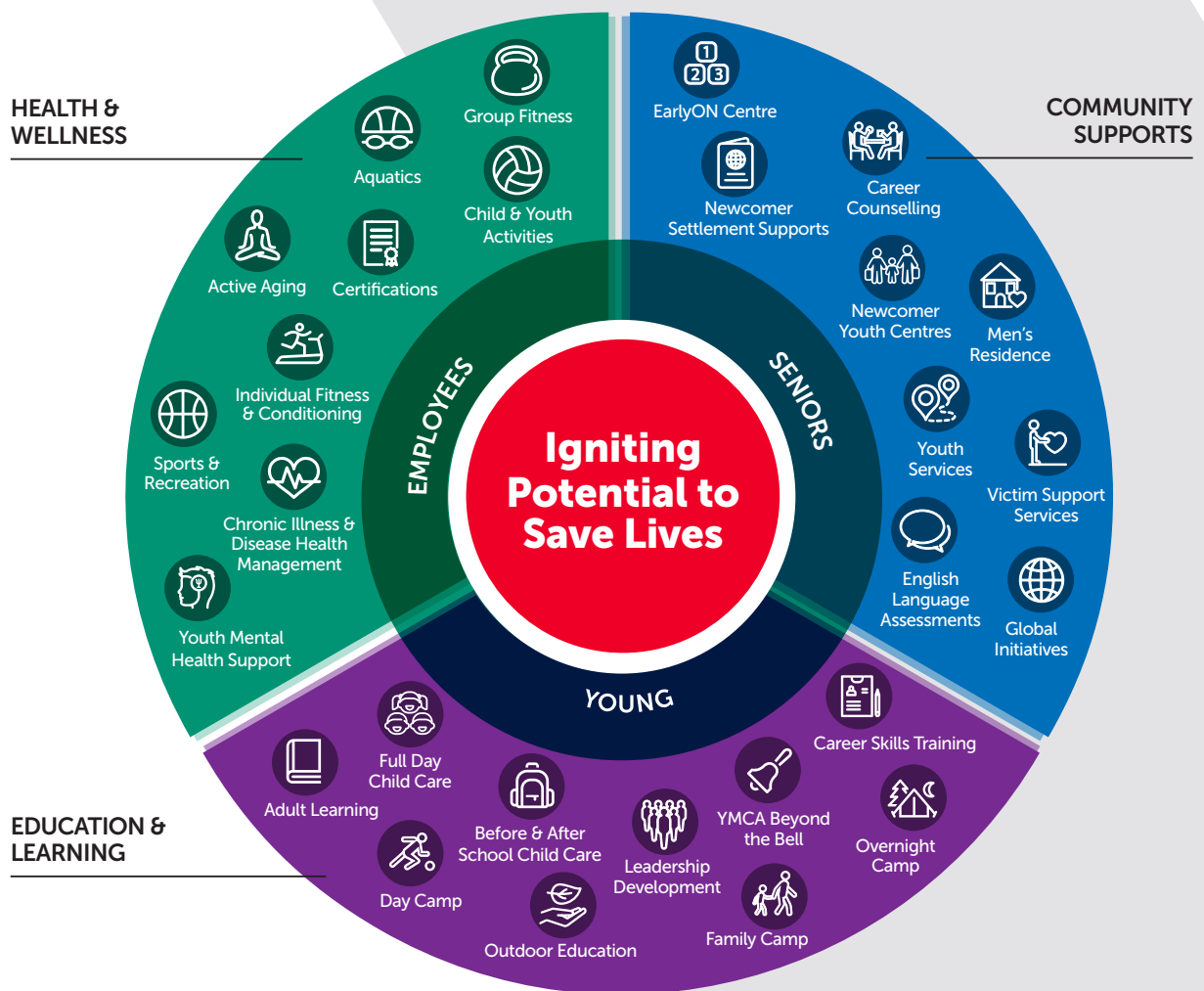
## OUR GOALS

- Child and Youth Development, Focused on Those Underserved
- Positive Leadership and Culture
- Active Aging

## OUR STRATEGIES

1. Child & Youth Strategy
2. Digital Transformation Strategy
3. Finance Strategy
4. Government Relations Strategy
5. Inclusion, Diversity, Equity, and Accessibility (IDEA) Strategy
6. Marketing/Communications Strategy
7. People, Leadership and Culture (PLC) Strategy
8. Philanthropy Strategy
9. Seniors Strategy

## OUR YMCA ECOSYSTEM OF OFFERINGS



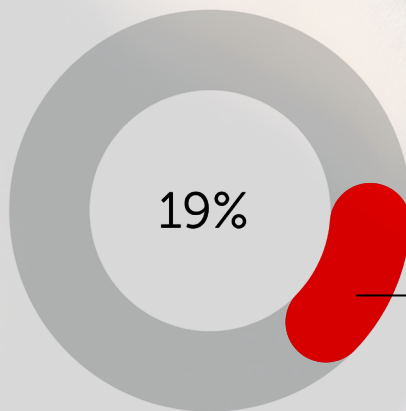


## OUR COMMUNITY



83,293  
Community Members

28,995  
Enabled Access



16,058  
Community Members  
Historically and  
Currently Underserved\*

\* Participants living in neighbourhoods as defined by postal codes with a median household income of less than \$67,500/year are considered historically and currently underserved. The goal is to reduce and eventually eliminate the inequalities faced by these groups.



## PRIORITY #1: YOUNG OUR LEGACY AND FUTURE

**Goal:** Child and Youth development, focused on those underserved

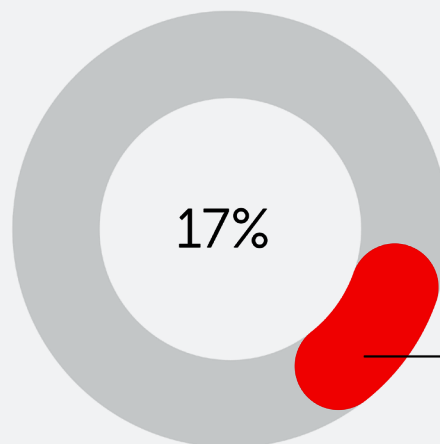
**Targets:** Increase the number of **YOUNG** people (0-29) within the entire association by 3.95% (from 53,493 to 55,606). This includes an increase of 13.36% among those historically and currently underserved in our services and programs, accounting for 1,187 individuals of the total increase to 55,606.


### Baseline Data: (Dec 2023)

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**53,493**  
Total Young  
People Served

**18,674**  
Enabled Access



  
**8,884**  
Young People  
Historically and  
Currently Underserved

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## PRIORITY #2: EMPLOYEES

### OUR SOURCE OF SUSTAINABLE ENERGY

**Goal:** Positive Leadership and Culture

**Targets:** Increase the YMCA WorkWell score for all **EMPLOYEES** and **PEOPLE LEADERS** from Adequate to Healthy over the next five years.

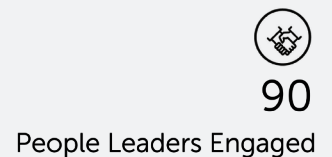
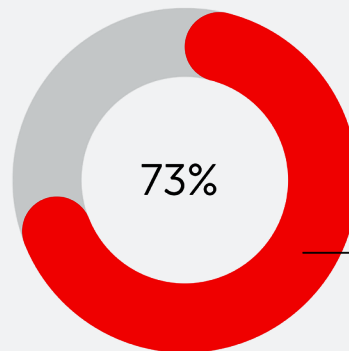
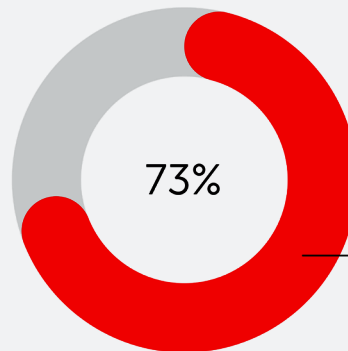
#### Baseline Data:

(Dec 2023)

Results are based on the employees who completed the YMCA WorkWell report.

#### YMCA WorkWell Insight Scores

- Strong (85-100)
- Healthy (77-84)
- Adequate (69-76)
- At Risk (60-68)
- Unhealthy (1-59)





## PRIORITY #3: SENIORS


### OUR COMMITMENT TO LIFELONG HEALTH

**Goal:** Active Aging

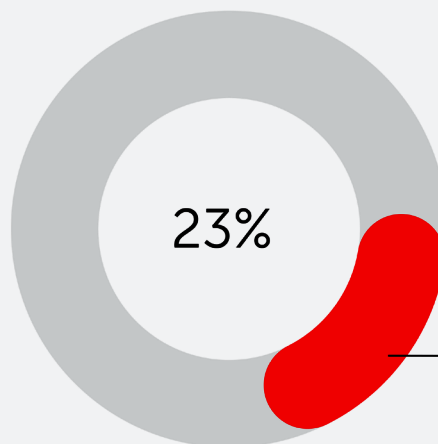
**Targets:** Increase the number of **SENIORS** (65+) within the entire association by 4% (from 4,517 to 4,698). This includes an increase of 15.68% among those historically and currently underserved in our services and programs, accounting for 165 individuals of the total increase to 4,698.


#### Baseline Data: (Dec 2023)

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**4,517**  
Total Seniors Served

**1,145**  
Enabled Access



  
**1,052**  
Seniors  
Historically and  
Currently Underserved

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