

# YMCA of Fredericton Strategic Plan 2014-2019



Wednesday, November 27, 2013

# YMCA Fredericton – Strategic Planning Process

Activity	Timing
Review member satisfaction survey	April 2013
Staff - SAM self appraisal process	May, 2013
Endowment Board strategic planning session, interviews	June 2013
E-Survey to members, donors, volunteers, staff (n=198)	August 2013
Board retreat	September 2013
Further consultation?	October 2013
Staff meeting	November 2013
Board Approval	November 2013

# Mission Statement

**Our YMCA is a leading charity that works in partnership with our community to promote a healthy spirit, mind and body and the basic rights and needs of all.**



# Vision for Impact Statement

**Healthy people for  
healthy communities.**



# Values

- **Inclusion - We cherish the strength that comes from diversity and support each other's growth and well-being. We continually evaluate our actions and policies to ensure inclusivity.**
- **Respect - We recognize the potential and uniqueness of every person and ask that everyone use respect as their measure of the day.**



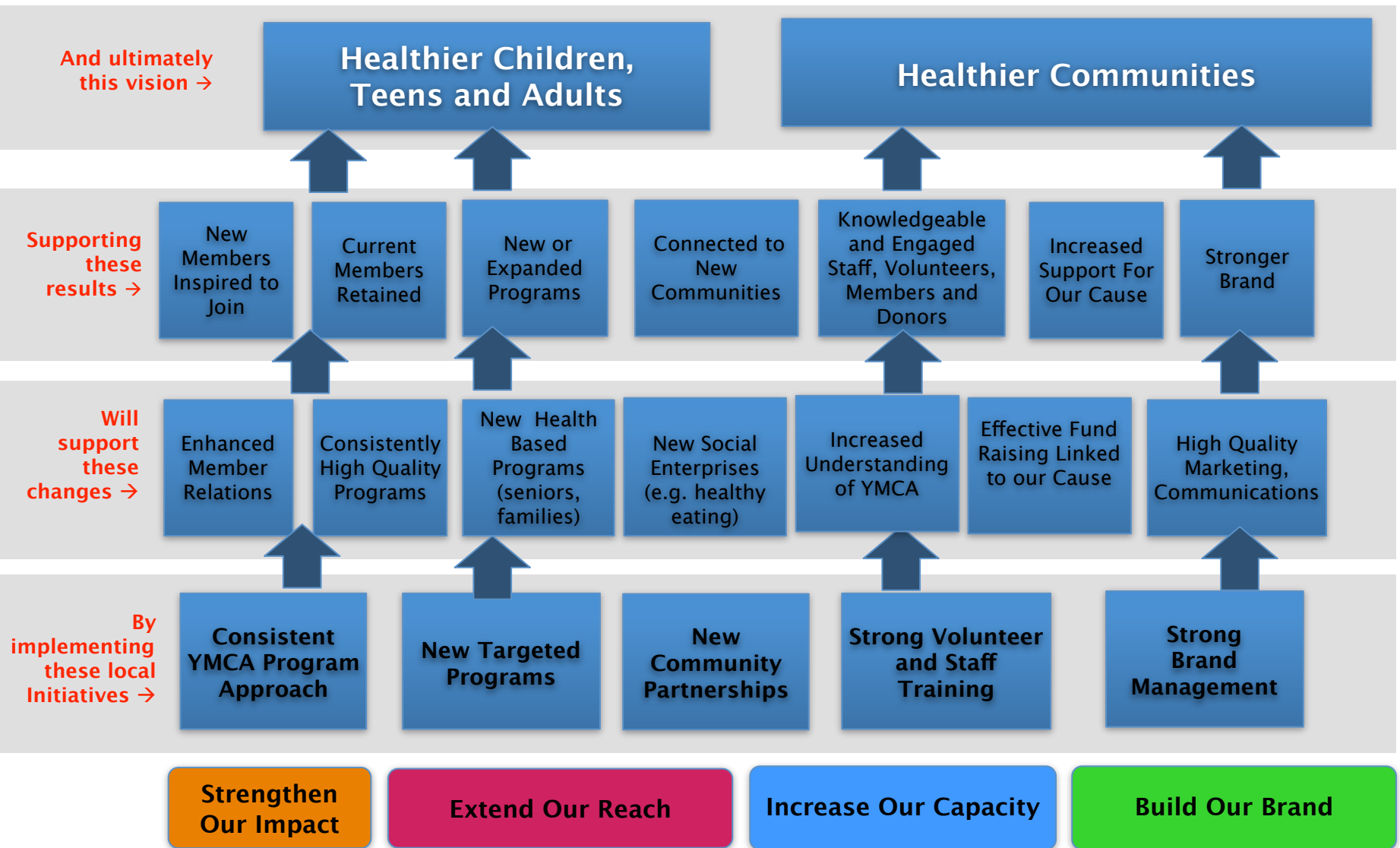
# Values

- **Partnership - We work cooperatively and in a socially responsible manner. We value each other's contributions, rights and needs.**
- **Integrity – We are honest, transparent, accountable and fiscally responsible.**



# Fredericton YMCA Strategic Plan

2014-2019



# Key Initiatives for 2014

Based on staff input, November 2013

## 1. Consistent YMCA Program Approach

1. Develop and embed proactive and intentional “welcoming” processes with new members (e.g., Welcome Desk, Wellness Centre, Pool, Childcare) and host membership orientation sessions;  
*All*
2. Develop and promote consistent YMCA personal training approach and systems; *Adult Services*
3. Provide more structure and curriculum to family gym programming; *Family Services*
4. Implement asset enhancement plan (e.g. gymnastics, outreach after school programs, exterior lighting, handrail for walkway from upper parking lot, etc); *Building Services /Family Services*
5. Implement new program registration software and tracking; *Association Services*
6. Introduce new YMCA Canada fitness leadership development curriculums; *Adult Services*





# Key Initiatives for 2014

Based on staff input, November 2013

## 2. Strong Brand Management

1. Orient and support all staff to use YMCA Canada brand tools/guidelines for all communications both internal and external; *All*
2. Leverage YMCA Canada national ad campaign as well as other 2014 initiatives; *Association Services*
3. Communicate more effectively with members, establish and implement brand standards for various scenarios such as program changes, cancellations, new programs, alerts; *Adult/Family Services*
4. Evaluate new YMCA Canada common web platform and implement potential migration; *Association Services*
5. Create membership marketing strategy that respects brand standards, engages media, promotes and advertises Y programs; *All in collaboration with Membership Marketing Committee*
6. Create strong brand presence (e.g., place visible signage in Outreach locations, optimize use of Y facility and property, communicate messages strategically) *Adult/Family Services*



# Key Initiatives for 2014

Based on staff input, November 2013

## 3. Community Partnerships/New Targeted Programs

### Family Services

- explore new childcare opportunities
- explore new youth leadership program
- implement new early years program
- implement new physical activity/sports programs (e.g. rugby, cricket)

### Adult Services

- implement new wellness program
- implement new personal training approach
- implement new “connectivity” program
- implement new community workshops
- explore new aquatic rehabilitation partnerships

### Community Services

- explore social enterprises (Y merchandise, YMCA coffee shop, community garden, etc.)
- explore new fee-for-service program or govt funded programs (e.g. career counselling services, lifeskills programs)

### Association Services

- explore sponsorship programs



# Key Initiatives for 2014

Based on staff input, November 2013

## 4. Strong Volunteer and Staff Training

1. Establish orientation minimum standards for all employees and volunteers (e.g. SAM training, child protection, first aid, CPR, basic Y information, health and safety) that can be delivered in-house and determine the most appropriate training calendar and methodology
2. Establish and implement a training and development plan for Family Services
3. Establish and implement a training and development plan for Adult Services
4. Establish and implement a training and development plan for Association/Building Services
5. Establish and implement a board development plan

