

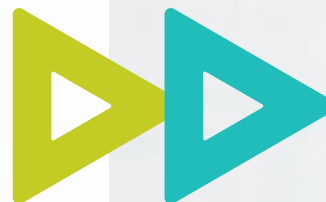


**YMCA of
Fredericton**

2023 Strategic Plan

▶ **A YMCA where you belong!**

The YMCA of Fredericton is uniquely positioned to support all members of our community. Through collaborative partnerships, innovative program solutions and a modern and welcoming centre, we offer every person in our community an opportunity to belong with the YMCA.





The YMCA of Fredericton is committed to the principles of Equity, Diversity, Inclusion and Belonging. To achieve the ambitious goals of this plan we strive to offer inclusive programs and spaces, anti-racism and bias training and a collective effort to advance Truth and Reconciliation with indigenous people.

▶ Communities and Individuals are connected and feel a sense of belonging



Membership Growth and Diversity

The YMCA commits to increasing the number of financially supported individuals and families to participate in YMCA programs. We plan to increase our community partner memberships by 25% by 2024.



Membership Experience

To achieve our Equity, Diversity, Inclusion and Belonging (EDIB), anti-racism and truth and reconciliation goals, we will offer additional staff training, more diverse programs and improved methods of communications to our members and public.



Community Participation

We will ensure our programs, facilities and website are fully accessible by 2024. We will develop a middle school recreation program that is accessible and barrier free.



Health Care/Chronic Disease or Illness Prevention

The YMCA will continue to support the “Stay Strong” program while developing programs to manage and prevent chronic illness, disease and mental health.



Reconciliation

Through partnerships and community consultation we strive to advance the Truth and Reconciliation Commission of Canada ‘Calls to Action’ in the realms of Health Care and Sport.

▶ Community wellbeing is enhanced because the Y is a trusted collaborator



Program Partnerships

We encourage community organizations to consider the YMCA as a partner in achieving their mission and aim to increase partner use of the YMCA by 20% in 2025.



Community Health Programs

We will develop wellness programs that promote a healthy lifestyle for everyone. Priorities include: mobile group fitness for isolated individuals, holistic health care partnerships and disease prevention programs.



Volunteer Supported Initiatives

We will reignite our volunteer engagement program by the end of 2023. The YMCA will provide meaningful opportunities for individual, community group and corporate contribution to the community.



Investment in Youth

We will expand the current "Youth Power-Up" program, create a zero fee recreation program for middle school children, and develop health and wellness programs for gender-diverse youth and allies.



Expanded Child Care

We will strive to operate all child care and after school programs at maximum capacity while exploring opportunities for new offerings in the local and rural Fredericton communities by 2024.



▶ We develop agents of change to transform our community



Robust Recruitment

Development of a long-term recruitment strategy is underway, aligned with best practice retention and leadership development models.



Employee Training and Development

All YMCA employees will receive additional training in anti-racism, equity-diversity-inclusion-belonging, and truth and reconciliation. De-escalation training, customer service training and professional development pool funds are being made available for all YMCA employees.



Dedicated Human Resources

A full-time Human Resources coordinator role has been developed to support improved recruitment, performance management and operational excellence for the YMCA workforce. Annual operating standards will be revised and published in the Employee Handbook.



Childcare Workforce Development

The YMCA will identify and implement opportunities to become the Early Childhood Education employer of choice in Fredericton. Overall compensation, paid time off, benefits and opportunities for advancement are part of our ECE workforce development strategy implemented by 2024.

YMCA of Fredericton

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