

Foundations for the Future

STRATEGIC PLAN 2026-2028



A Plan for Enduring Impact

In Northeastern Ontario, where ancient rock meets resilient people, we are rooted in place and purpose. The rock beneath us signifies our strength, our endurance, our resilience and our unwavering commitment to our communities.

Our new Strategic Plan, 'Foundations for the Future', reflects the YMCA's promise to serve our communities with a focus on growing our support for those who need it the most. In 2025, we proudly served 33,400 people. Over the next three years, we aim to welcome 3,000 more individuals and families across Northeastern Ontario.

As we paddle forward - the current may shift, but our YMCA's course will remain steady and strong.

Sincerely,

Your Y



Charting our Course: Where we're going

Encompassing a large geographic area including **Timmins, North Bay, Sudbury and John Island**, the YMCA of Northeastern Ontario has deep, enduring roots. Our charitable work is shaped by, and is responsive to, local needs and the aspirations of our communities.



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STRATEGIC PRIORITY 1

INCREASE OUR IMPACT THROUGH GROWTH AND CONNECTION

We will increase our impact by identifying opportunities for growth, connecting with more people, and making strategic investments that have the greatest value for our communities.

- 1 Collaborate for Greater Regional Impact
- 2 Champion Youth and Expand Child Care Access
- 3 Reduce Financial Barriers to Participation
- 4 Grow Through Innovation

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STRATEGIC PRIORITY 2

STRENGTHEN AND EXPAND PARTNERSHIPS

We believe we're stronger when we work together. By deepening relationships and inviting new partners to join us, we will solidify our future in our communities and expand our reach and impact across Northeastern Ontario.

- 1 Continue to Build a Long-Term Future for the YMCA
- 2 Invite Investors
- 3 Build Relationships with our Indigenous Communities
- 4 Enhance Governance Through Board Development

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STRATEGIC PRIORITY 3

INVEST IN, DEVELOP, AND CARE FOR OUR PEOPLE

Our people are the heart of the YMCA. We're committed to creating a workplace where staff and volunteers feel valued, supported, and empowered to grow.

- 1 Implement a Fair and Supportive Compensation Approach
- 2 Support Retention Through Meaningful Feedback
- 3 Strengthen Supports Across the Association
- 4 Advance a Culture of Inclusion and Belonging

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STRATEGIC PRIORITY 4

ADVANCE FINANCIAL HEALTH AND SUSTAINABILITY

We're building a strong financial foundation to support our work and ensure we continue serving our communities for generations to come.

- 1 Foster a Culture of Continuous Improvement
- 2 Plan for Long-Term Financial Strength
- 3 Establish a Multi-year Capital Asset Plan
- 4 Create Spaces That Reflect Our Values

Our Commitment



The YMCA of Northeastern Ontario is a place of well-being and belonging – where everyone feels connected, supported, and empowered to thrive.

We champion **Diversity, Equity, Inclusion, and Belonging** by creating inclusive spaces, embedding equity in our policies and programs, and dismantling systemic barriers.

We are committed to **Truth and Reconciliation** by building respectful relationships with First Nations communities, creating culturally safe spaces and learning from Indigenous perspectives.

These commitments inform our Strategic Plan and shape who we are. We acknowledge that this will be a continuous journey of listening, learning and action.



Who We Are

Our Purpose

The YMCA of Northeastern Ontario is a charity committed to helping individuals thrive in their communities through the power of connection and belonging.

Our Vision

A thriving Northeastern Ontario built on resilience, connection, and collective empowerment.

Our Values



Inclusiveness

We create welcoming spaces where everyone feels valued, safe, and that they belong.



Integrity

We act with honesty, accountability, and transparency in everything we do.



Kindness

We treat everyone with compassion, care, warmth, and understanding.



Respect

We honour the dignity, experiences, and perspectives of all individuals and communities.



Well-being

We support the physical, mental, and emotional health of individuals and communities.



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