

Foundations for the Future

A plan for enduring impact.

YMCA OF NORTHEASTERN ONTARIO

STRATEGIC PLAN 2026-2028

VERSION: FEBRUARY 11, 2026



Shine On



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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. The YMCA of Northeastern Ontario is proud to have been serving our Northeastern communities for 90 years, and we are thrilled to present our exciting vision for the future.

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. Through nurturing belonging, fostering well-being and creating inclusive spaces where everyone can thrive – today and for generations to come – we're committed to expanding our reach. 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.

We are excited to embark on this journey and invite you to join us. **As we paddle forward - the current may shift, but our YMCA's course will remain steady and strong.**

Sincerely,

Your Y



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.





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.

Our Strategic Priorities



STRATEGIC PRIORITY 1
**Increase our Impact
through Growth
and Connection**



STRATEGIC PRIORITY 2
**Strengthen and
Expand Partnerships**



STRATEGIC PRIORITY 3
**Invest in, Develop,
and Care for our People**



STRATEGIC PRIORITY 4
**Advance Financial Health
and Sustainability**

STRATEGIC PRIORITY 1

INCREASE OUR IMPACT THROUGH GROWTH AND CONNECTION

Where We're Going

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

We will align YMCA programs and services with local and regional initiatives to strengthen community outcomes and ensure our efforts complement and amplify those of others.

2 Champion Youth and Expand Child Care Access

We will deepen our engagement to help youth in our communities thrive. At the same time, increase access to affordable, high-quality child care to help families and support workforce participation.

3 Reduce Financial Barriers to Participation

We will reach more individuals who face financial challenges to ensure they have affordable access to YMCA programs and services.

4 Grow Through Innovation

We will design programs that reflect the unique needs and interests of our communities with a focus on encouraging wellness and preventing health issues.

How We'll Get There

Key Initiatives

- Initiate a stakeholder/community engagement strategy in Timmins and a community needs assessment in North Bay.
 - Conduct a market analysis and plan that addresses the current and longer-term needs for the City of Sudbury.
 - Expand licensed child care to the Municipality of Callander.
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- Develop an Association-wide youth strategy with an intentional focus on building protective and promotive factors that help youth thrive; increasing the number of youth we connect with annually.
 - Optimize the available capacity in our existing child care centres and expand where possible.
 - Grow camp, after school and youth participation.
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- Build and launch a new website that incorporates and leverages AI technology to increase engagement, sales and streamline processes for financial support.
 - Launch a multi-year marketing, ad and communications strategy and add resources to support growth targets in all operational areas – reaching more people requiring financial support.
 - Leverage technology to connect our internal markets for cross promotion of services and philanthropy.
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- Grow participation in health partnership programs with HSN and North Bay Cardiac Rehab and expand offerings.
 - Explore opportunities for program expansion in Timmins.
 - Promote YThrive as an entry point to health and wellness.
 - Increase member retention through implementation of "The Y Way".

STRATEGIC PRIORITY 2

STRENGTHEN AND EXPAND PARTNERSHIPS

Where We're Going

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

We will work with our partners in our cities while exploring opportunities across the northeast, to optimize funding and build a sustainable model for a long-term future for the YMCA.

2 Invite Investors

We will seek partners — including municipalities, businesses, and philanthropic leaders — who are ready to invest in their YMCA and help shape its future in their community.

3 Build Relationships with our Indigenous Communities

We commit to building respectful, reciprocal relationships with Indigenous communities to explore partnership opportunities, where welcomed and wanted.

4 Enhance Governance Through Board Development

We will enrich our Board of Directors by recruiting diverse leaders and enhancing governance practices to support effective decision-making and long-term success.

How We'll Get There

Key Initiatives

Activities:

- Build a comprehensive campaign strategy.
 - Determine path forward for facility renewal in North Bay.
 - Explore the readiness for a new or revitalized YMCA Centre in North Bay with our stakeholders and a community needs assessment.
 - Continue to source funding that aligns with our strategic investment and sustainability plans.
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- Solidify and/or better understand and define our key municipal relationships.
 - Continue to strengthen relationships with DSSAB/Child Care and Employment/Immigration funding partners.
 - Invest in capacity in philanthropy that will drive a targeted investment strategy growing philanthropic giving, sponsorship and revenue generation.
 - Build and implement a strong donor and stakeholder stewardship plan.
 - Gather Y stories demonstrating direct impact to strengthen our charitable purpose.
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- Engage in Indigenous Cultural Competence Training.
 - Strengthen our knowledge base and understanding of truth and reconciliation through on-going education.
 - Thoughtfully build relationships guided by an Indigenous Engagement Strategy.
 - Deepen our long-standing relationship with Serpent River First Nation and continue to collaborate.
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- Recruit diversity in leadership, build a larger pipeline of potential candidates, and plan for succession.
 - Develop practices and processes to improve Board diversity of perspective.
 - Invest in Board development and training opportunities.
 - Further enhance onboarding experience and self-monitoring of performance.

STRATEGIC PRIORITY 3

INVEST IN, DEVELOP, AND CARE FOR OUR PEOPLE

Where We're Going

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

We will develop a compensation philosophy that promotes equity, supports career development, and helps attract and retain talented people who share our vision.

2 Support Retention Through Meaningful Feedback

We will empower our People Leaders to strengthen retention through regular feedback, recognition and opportunities for growth — creating a culture of continuous learning and improvement.

3 Strengthen Supports Across the Association

We will improve our service excellence by enhancing our supports through dedicated resources, modernization and integration of our technology and systems and clear, consistent policies.

4 Advance a Culture of Inclusion and Belonging

We will strengthen inclusion through meaningful action and shared accountability, ensuring our people and practices reflect the diverse communities we serve and support.

How We'll Get There

Key Initiatives

Activities:

- Develop a compensation philosophy with clarity of career and salary progression, supporting leadership succession.
 - Ensure an equitable and competitive total rewards package.
 - Align ECE compensation structure across region to support recruitment and retention.
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- Invest in data collection and analysis to better understand our employee tapestry.
 - Implement an Association employee recognition program.
 - Invest in employee training and development.
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- Continue to invest in technology to upskill staff, improve connections and share information.
 - Optimize People and Culture systems and services.
 - Strengthen child care administration to enhance service quality, streamline processes, and better support families and staff.
 - Drive compliance and reduce risk through the Association Policy Project.
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- Further develop and implement a DEIB strategy, with measurable goals and regular progress updates.
 - Provide opportunities for ongoing DEIB training and learning opportunities.
 - Launch 'Y Welcome' packages across departments.
 - Create space for recognition and celebration of diverse culture through programming and communications.

STRATEGIC PRIORITY 4

ADVANCE FINANCIAL HEALTH AND SUSTAINABILITY

Where We're Going

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

We will implement a comprehensive performance management framework that aligns our work to our strategic plan, achieves KPIs and clarifies accountabilities.

2 Plan for Long-Term Financial Strength

We will continue to strengthen our financial planning with enhanced software functionality, enterprise risk management, and a rolling 5-year strategy that sets clear goals for growth, investment, and sustainability.

3 Establish a Multi-year Capital Asset Plan

We will establish a Comprehensive Capital Asset Plan to address facility infrastructure requirements, engaging with our community partners to build longer term sustainable models.

4 Create Spaces That Reflect Our Values

Through our multi-year capital asset investment strategy, we will intentionally invest in our facilities to ensure they are inclusive, welcoming, and reflective of our values – creating spaces that are safe, accessible, and thoughtfully designed to support a positive experience for everyone.

How We'll Get There

Key Initiatives

Activities:

- Review and restructure our performance management processes.
 - Ensure access to relevant data for decision-making.
 - Investment in Senior Leadership development and succession planning.
 - Departmental workplans align with Association Strategic Plan through rolling quarterly reporting.
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- Investment in software for improved functionality and performance monitoring.
 - Strengthen and expand donor base through a coordinated cohesive approach to philanthropy that integrates marketing and communications.
 - Realignment of Association Services supports to optimize and create efficiency with technology.
 - Modernize our outward facing technology to increase engagement with our communities.
 - Continue to progress the transformation of Integrated Employment Services.
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- Complete the comprehensive facility assessment of YMCA owned assets in North Bay, Sudbury, Timmins and John Island.
 - Create multi-year capital asset plan alongside financial performance projections.
 - Prioritize capital investment needs and plan for proactive maintenance, asset tracking and project management through software technology.
 - Evaluate capital intensive programs for rate adequacy, efficiency and longer-term sustainability.
 - Identify alternative options for program delivery based on assessments, if necessary.
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- Develop a strategy to address priority needs related to health, safety and accessibility, informed by the results of the facility assessments.
 - Implement the Y Way – Service that Shines – improving the overall experience for members.
 - Visibly integrate our commitment to our Core Values, within all YMCA centres across the region.
 - Update and modernize our signage and physical donor recognition to reflect brand and current campaigns.



Shine On

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