



Shine On

Thriving Together, Creating Impact

Strategic Plan 2025-2030

ymcaottawa.ca



Mission

We contribute to a vibrant and inclusive community by providing individuals with equitable access to the services, supports and opportunities they need to thrive.



Vision

A leader, partner and catalyst that empowers individuals, dismantles barriers and transforms communities.



Values

- Excellence
- Compassion
- Dignity
- Accountability
- Inclusion



Message from the President & CEO and Board Chair

Dear Team, Partners, and Community Members,

It is our privilege to present the YMCA of the National Capital Region's Strategic Plan for 2025-2030. This ambitious roadmap outlines our vision for stability, growth, and expanded impact over the next five years as we work to meet the evolving needs of the National Capital Region.

Our mission—to foster a vibrant and inclusive community by providing equitable access to services, supports, and opportunities—guides every aspect of this plan. **Over the next five years, we will focus on four key directions: Ignite Potential, Innovate to the Highest Standards, Enhance Impact, and Maximize Capacity.** These priorities reflect our commitment to deepening our role in areas such as settlement services, employment, housing, child-youth development and wellness, and community partnerships while ensuring our organization remains financially resilient and forward-looking.

By 2030, we aim to:

- Strengthen our leadership in providing comprehensive settlement services, helping newcomers build stable and successful lives in our community.
- Expand and enhance our profile and impact in the important areas of newcomers, employment, housing, child-youth development and wellness across the region.
- Broaden our reach through innovative service delivery and strategic partnerships, ensuring our programs create meaningful, measurable outcomes.
- Build a strong, sustainable foundation to support growth and stability, preparing us to confidently meet future challenges and opportunities.

The National Capital Region's diversity and resilience inspire us every day, and we are honoured to play a role in shaping its future. This plan is a testament to the collective efforts of our staff, volunteers, and partners, whose dedication and passion make our work possible.

As we embark on this journey, we invite you to join us in bringing this vision to life. Together, we can create a stronger, more inclusive community where everyone has the opportunity to thrive.

Thank you for your unwavering commitment to our mission. Let's move forward with purpose, innovation, and optimism.

Warm regards,



Trevor McAlmont, MEd, MBA
President & CEO



Anne Butler
Chair, Board of Directors





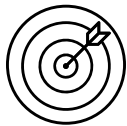
Access to safe, affordable housing is the foundation for building strong, healthy communities — and we are committed to addressing this urgent need across the National Capital Region.



STRATEGIC DIRECTION 1:

Ignite Potential

Across our programs and services, we operate with the belief that every individual has a 'spark' within, and with the right supports, engagement and opportunities, they can be strengthened and empowered toward their full potential.



Goal

Engage individuals authentically, addressing their multiple needs and improving their experience.



Objectives

1. Strengthen client engagement and user experience through policy and practice development, indicated by client satisfaction score improvements of 5% year over year to 2030.
2. Enhance staff retention, improving retention rate compared to sector average, and fostering a culture of engagement, scoring 70% in the annual staff engagement survey by Q4 2026.
3. Improve client satisfaction, by aligning staff behavior to Shine On values and competencies through performance management scores, achieving over 80% by Q4 2028.



Result

People supported by and those working for the YMCA are strengthened through value-based engagements and responsive approaches (as measured by at least half of respondents).



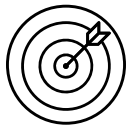
Empowering individuals with the tools and opportunities to succeed in the National Capital Region's workforce strengthens not just their future but the future of our entire community.



STRATEGIC DIRECTION 2:

Innovate to the Highest Standards

Our aim is to go above and beyond and bring the highest level of service quality utilizing our specialized and highly skilled workforce with a focus on user experience, evidence-based practices and data informed programming.



Goal

Increase client satisfaction by raising the quality of our service delivery to the highest level through system and process improvements



Objectives

1. Develop Performance-based Evaluation frameworks across corporate & direct service departments by 2030.
2. Develop DEI framework and implement key components of equity and data across organization by 2030.
3. Strengthen culture of innovation through implementation of new policies, processes and systems that support operational growth and align with operational constraints.



Result

All YMCA services are grounded in standards for excellence, rooted in inclusive, diverse and responsive practise with a focus on results-based accountability.



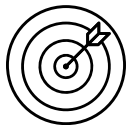
Welcoming newcomers with the support they need to thrive is at the heart of our mission, ensuring the National Capital Region remains a vibrant, inclusive community for all.



STRATEGIC DIRECTION 3:

Enhance Impact

Utilizing our unique and comprehensive approaches, we will continue meeting the outcomes of client satisfaction through our collaborative partnerships. We will strengthen our response to the many emerging conditions of the community, and increase our profile and impact in the important areas of newcomers, employment, housing, child-youth development and wellness.



Goal

Increase and expand client impact, through community partnerships and maximization of growth opportunities.



Objectives

1. Capitalize on service expansion opportunities each year to 2030, prioritizing those most critical and cost-effective, offering the best impact per-dollar spent.
2. Utilize YMCA Hub & Wrap-around model to inform service expansion planning each year to 2030, targeting integrated service delivery as the focus.
3. Increase community partnerships and collaboration with key stakeholders on aligned outcomes to strengthen quality and increase quantity of services, enhancing YMCA key service areas by 2030.



Result

The YMCA of the National Capital Region has a wide-ranging presence throughout Ottawa-Gatineau and surrounding regions significantly impacting the basic needs and social determinants of health of children, individuals and newcomers.



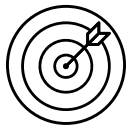
By expanding our programs and partnerships in the National Capital Region, we are unlocking new opportunities to empower individuals and transform lives across the region and beyond.



STRATEGIC DIRECTION 4:

Maximize Capacity

Building on our 150 years of resilience, we will advance our capabilities toward a sustainable future through modernization and innovative infrastructure planning.



Goal

Attune our internal capabilities and systems toward long-term operational effectiveness.



Objectives

1. Reduce debt by 20% by 2030.
2. Increase total revenues by 15% by 2030.
3. Develop a sustainable plan for infrastructure and asset management by Q4 2025.
4. By 2026, identify feasible options to diversify revenue sources, implementable by 2028, including exploration of areas such as corporate sponsorships, fee-for-service models and social enterprises.



Result

The YMCA of the National Capital Region exemplifies a balanced financial picture that allows it to accomplish its mission and meet its budget, by demonstrating sustainability, growing revenues, controlling expenses, and maintaining strong cash flow, and cash reserves.



**YMCA of the
National Capital Region**

Corporate Offices
180 Argyle Avenue
Ottawa, ON K2P 1B7
T: 613-237-1320
corporate.services@ymcaottawa.ca

ymcaottawa.ca

Charitable Registration Number: 11907 2072 RR0001



YMCAOttawa



@ymcaottawa



@nationalcapitalymca