

## **YMCA of Lethbridge**

### **2021-2022 Strategic Priorities Update Summary**

#### **IMPACT AREA: GROWTH**

People living in Southern Alberta are stronger, more vibrant, resilient, and engaged because of the YMCA.

#### **IMPACT STATEMENTS:**

1. Children, youth, and adults are more confident and competent in leading healthy lives.
2. Older adults live longer and have healthier life expectancies.
3. Youth in our community are reaching their full potential.

#### **IMPACT AREA: INCLUSION**

There is a culture of belonging and inclusion within the diverse communities of Southern Alberta.

#### **IMPACT STATEMENTS:**

1. Everyone is welcome and has the opportunity to participate at the Y.
2. People engaged at the Y feel connected to each other and their community.
3. There are more opportunities because the Y is a trusted collaborator in the community.

#### **IMPACT AREA: COMMUNITY**

The community is served by a healthy and thriving YMCA.

#### **IMPACT STATEMENTS:**

1. Staff and volunteers are committed and engaged.
2. The YMCA meets and exceeds measures of operational excellence in order to minimize risk and maintain a positive contribution.
3. Governance leadership is informed and engaged, stewarding an exceptional YMCA.





## IMPACT AREA: GROWTH

People living in Southern Alberta are stronger, more vibrant, resilient, and engaged because of the YMCA.

### IMPACT STATEMENTS:

1. Children, youth, and adults are more confident and competent in leading healthy lives.
2. Older adults live longer and have healthier life expectancies.
3. Youth in our community are reaching their full potential.

## GROWTH

1. Children, youth and adults are more confident and competent in leading healthy lives.



### 2021 Highlights:

- We welcomed a Director of Community Development to facilitate community partnerships, programming and strategic initiatives related to Community Development.
- We welcomed a Youth Program Coordinator to facilitate drop in programming for youth and teens.
- We opened a licensed Before and After School program for 75 children with transportation to west side elementary schools.
- We hosted Lethbridge School Division Early Years Program for 3-5 year olds.



### 2022 Highlights:

- Implemented the Province of Alberta Affordability Agreement which reduced childcare fees for children 1-5 years old up to 50 per cent within our 4 licensed early years programs.
- We introduced the Alternative Suspension program in cooperation with Lethbridge School District. For more information visit: [YMCA Alternative Suspension](#)
- We launched math tutoring and YMind mental health program for youth and young adults. For mor information, visit: [YMCA Y Mind](#)
- We expanded community participation and partnerships with other community-focused organizations like Special Olympics, Alberta Health services, Lethbridge Library, Lethbridge Family, MyCity Care, Lethbridge School Division and Holy Spirit School Division, local food banks, Lethbridge Plays and Lethbridge Youth Collective.
- We expanded the licensed before and after school program to 90 children.
- We audited health, fitness and aquatics programs and pricing to ensure community needs for youth were being addressed.



## GROWTH

### 2. Older adults live longer and have healthier life expectancies.



#### 2021 Highlights:

- We welcomed an Adult and Senior Program Coordinator to review and implement programs for older adults.
- We launched the Senior Wellness Wednesday Program.
- We hosted the Back On Our Feet program in partnership with Alberta Health Services, for people seeking to improve mental health through recreation.
- We actively participated in community committees and outreach to other YMCAs.



#### 2022 Highlights:

- We launched fitness and aquatics programming with the specific needs of seniors in mind.
- We introduced the free community Cards and Coffee Program to help reduce social isolation in older adults.

## GROWTH

### 3. Youth in our community are reaching their full potential.



#### 2021 Highlights:

- We welcomed a Child and Family Development Coordinator.
- We trained employees as Crisis Prevention Trainers to improve our capacity. For more information visit: [Crisis Prevention Institute](#)
- We established a Behaviour Support Committee to help participants in need of support at the YMCA.
- We grew drop in programming options for all ages, for parents, and for families.
- We developed separate, focused practice areas for licensed and unlicensed programs for children.



#### 2022 Highlights:

- We continued program growth, specifically in registered community programs for youth. Some program areas experienced exponential growth.
- We developed sport and activity-focused youth training programs in fitness.
- We increased the number of employees trained in Crisis Prevention, Playing to Learn and Place to Connect training for employees. For more information visit: [YMCA Playing to Learn](#) [YMCA Place to Connect](#)
- We trained managers in logic modelling for program development as well as risk management frameworks.
- We supported 2 youth delegates to attend YMCA World Council in Denmark to support the creation of the YMCA World 2030 strategic plan.



## IMPACT AREA: INCLUSION

There is a culture of belonging and inclusion within the diverse communities of Southern Alberta.

### IMPACT STATEMENTS:

1. Everyone is welcome and has the opportunity to participate at the Y.
2. People engaged at the Y feel connected to each other and their community.
3. There are more opportunities because the Y is a trusted collaborator in the community.

## INCLUSION

1. Everyone is welcome and has the opportunity to participate at the Y.



### 2021 Highlights:

- We welcomed an Assisted Membership Coordinator.
- We hosted International Youth Day event with several community partners.
- We enhanced visibility of underrepresented groups in marketing materials.
- We provided >\$104,000 in financial assistance to access the YMCA for nearly 1,000 participants.
- We provided access to Y@Home programs to members. For more information visit: [Y@Home](#)
- We hosted the Lethbridge School Division Early Years Program



### 2022 Highlights:

- We expanded Assisted Memberships by 87 per cent.
- We launched Assisted Day Pass program.
- We rebranded our annual fund development campaign from “Strong Kids” to “Shape [Y]our Future” to better reflect our support to community. For more info visit: [YMCA Lethbridge Shape Your Future](#)
- We improved the support worker process to improve access for disabled participants.
- The Board developed and approved the Diversity, Equity, and Inclusion Policy.
- We completed an extensive photoshoot for YMCA Canada representing intersectional individuals and families to support marketing.



## INCLUSION

### 2. People engaged at the Y feel connected to each other and their community.



#### 2021 Highlights:

- We enhanced social spaces within the Cor Van Raay YMCA to encourage use by community members.
- We made significant investments into employee training for conflict management, leadership, Young Ambassador program, Y Trainer, and others.
- We revised the participant evaluation system so we could receive real time feedback.
- We trained all lifeguards as Lifesaving (swim lesson) Instructors so we could expand programming.



#### 2022 Highlights:

- We addressed self-assessment deficiencies in all departments.
- We offered additional programming in social spaces.
- We established partnership with EverActive Schools to deliver Inclusive Recreation leader training for youth 15-25. For more info visit: [EverActive Schools](#)
- We expanded employee training and behavioural supports for children in licensed programs.

## INCLUSION

### 3. There are more opportunities because the Y is a trusted collaborator in the community.



#### 2021 Highlights:

- We led the Lethbridge Youth Collective.
- We worked with several community partners to plan host Ready, Set, Go! School Readiness Fair. For more info visit: [Ready, Set Go!](#)
- We encouraged senior leaders in their roles as active participants in community organizations such as Chamber of Commerce, Rotary, Association of Fundraising Professionals and Lethbridge School District.



#### 2022 Highlights:

- We hosted Lethbridge Play Summit. For more info visit: [Lethbridge Plays Summit](#)
- We continued to partner on several community events and programs.
- We developed new program partnership model with Indigenous organizations such as Sweetgrass Youth Alliance for Indigenous Youth. For more info visit: [Sweetgrass Youth Alliance](#)



## IMPACT AREA: COMMUNITY

The community is served by a healthy and thriving YMCA.

### IMPACT STATEMENTS:

1. Staff and volunteers are committed and engaged.
2. The YMCA meets and exceeds measures of operational excellence in order to minimize risk and maintain a positive contribution.
3. Governance leadership is informed and engaged, stewarding an exceptional YMCA.

## COMMUNITY

### 1. Staff and volunteers are committed and engaged.



#### 2021 Highlights:

- Board approved Living Wage budget and wage progression for all staff.
- We developed and trained employees on “Leadership Principles” to provide performance benchmarks.
- We implemented New HR Software to improve employment experience.
- We recognized National Day of Truth and Reconciliation and implemented this as a stat day for employees.
- We developed and implemented exit interview strategies and trend analysis.



#### 2022 Highlights:

- Board policies for DEI, Finance, Governance and HR developed and approved.
- We completed several performance management and compensation review projects.
- We advocated the provincial government for higher ECE wage top up pay.
- We implemented “micro-learning” ongoing training opportunities for employees.
- Several leaders completed Genos Emotional Intelligence Training.
- We completed and revised HR and Safety policies.



## COMMUNITY

### 2. The YMCA meets and exceeds measures of operational excellence in order to minimize risk and maintain a positive contribution.



#### 2021 Highlights:

- Board Risk Management Committee was established.
- Board completed review and approval of Finance policies.
- We achieved COR recognition for health and safety documentation.
- Implemented real-time financial reporting for all programs.



#### 2022 Highlights:

- Board completed comprehensive Risk Assessment Training and strategic Risk evaluation.
- We achieved COR recognition through on site evaluation. For more info visit: [Alberta Certificate of Recognition](#)
- We implemented Logic Modelling Development for programs to improve decision making.
- We implemented cyber security training for all employees and board members. For more information visit: [KnowBe4](#)

## COMMUNITY

### 3. Governance leadership is informed and engaged, stewarding an exceptional YMCA.



#### 2021 Highlights:

- We engaged a third party to review CEO as well as senior leadership salaries.
- We completed Imagine Canada re-accreditation. For more info visit: [Imagine Canada Standards](#)
- We established the Policy Review Committee
- We developed collaboration tools for the Board.



#### 2022 Highlights:

- We reviewed and approved several governance policies including: Conflict of Interest, Code of Business Ethics, DEI, Procurement, Insurance, and others.
- Board Member attended international YMCA North American Fund Development conference.
- We established the Fund Development Committee