



Shine On

Igniting Impact – Shining *Together*

YMCA OF SOUTHWEST NOVA SCOTIA

Our strategic roadmap to spark
potential and strengthen community.

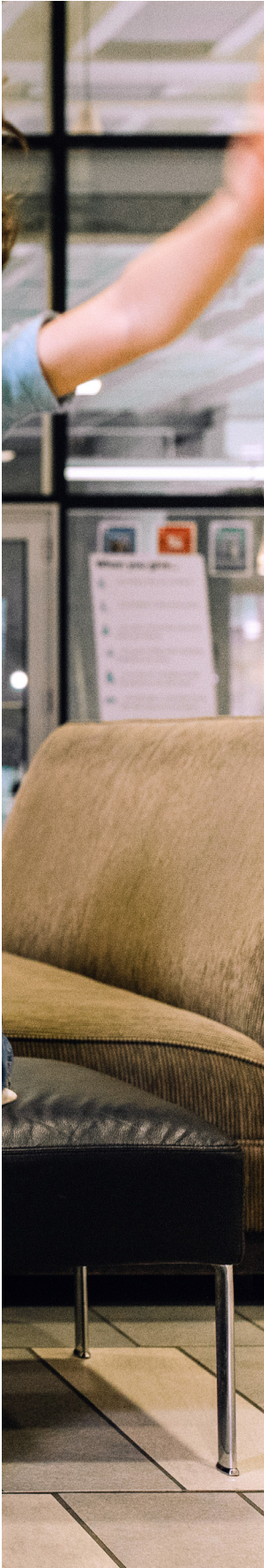
2026-2029 STRATEGIC PLAN





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Sparkling Potential & Strengthening Community, Together

A MESSAGE FROM OUR CHAIR

It is with great pride and optimism that I present our 2026 Strategic Plan—a roadmap that builds on the remarkable growth and resilience our YMCA has shown in recent years.

Over the past several years, we have witnessed transformative expansion across our programs, partnerships, and impact. From our significant growth in childcare capacity, to our leadership in the Integrated Youth Services (IYS) initiative, to our deepened community partnerships supporting health and wellness across the region—**our YMCA has truly evolved into a thriving, community-driven organization.**

This new strategic plan captures our momentum while looking ahead with renewed purpose. It defines how we will continue to strengthen our impact and ensure sustainability in a changing world through these critical areas of focus:



**PRIORITY 1:
Safe and Supported Children & Families**



**PRIORITY 2:
Empowered Youth**



**PRIORITY 3:
Enriched Well-Being For All**

This strategic plan is not simply a document—it is a collective commitment. It reflects the input of our staff, volunteers, community partners, and Board members who contributed ideas, shared insights, and reaffirmed our shared belief that the YMCA plays an essential role in building stronger, healthier communities.


I would like to extend my heartfelt thanks to all who have contributed to this process—particularly our dedicated staff and leadership team whose hard work continues to define what it means to serve with purpose. Our Board remains steadfast in its commitment to strong governance and to upholding the YMCA’s core values.

Together, we will continue to ensure that every child, youth, and adult who walks through our doors has the opportunity to grow, belong, and shine.

On behalf of the Board of Directors, *thank you* for your ongoing trust and partnership as we take the next steps in this exciting journey toward 2026.

Jordan Armstrong

Chair, Board of Directors



"We're the next generation, we're like the future of tomorrow... we can make a great society for us when we grow older. The youth leader program grows on you, and it grows with you. I learned that we are more capable than we think. The Y gave me a place where I can just be. Like there's people here who accept me."

-YOUTH LEADER PROGRAM PARTICIPANT

Three Priorities. One Enabler. Unlimited Potential.

At YMCA of Southwest Nova Scotia, we want more people of all ages to experience the transformative difference that belonging and wellness can make in their lives. We are committed to delivering high-quality, responsive programs and services. Backed by trusted teams and a strong organization, we help all of Southwest Nova Scotia shine brighter.



PRIORITY 1:

Safe and Supported Children & Families

Our YMCA supports children to shine in our high-quality programs and spaces

We will continue to grow and enhance the experience of our safe and welcoming early learning centres, before and after school programs, and camps, throughout Southwest Nova Scotia, by:

- Expanding to meet regional need and serve diverse communities
- Continuing to prioritize program quality and safety through resources and learning
- Centring team, participant and family wellbeing at the heart of our work



PRIORITY 2:

Empowered Youth

Our YMCA supports youth to ignite the best in themselves and our communities

We will deliver youth-informed programs and wrap-around supports that reflect the diverse voices and needs of young people, by:

- Listening to and engaging youth to understand and optimize the effectiveness of our programs, including Integrated Youth Services (IYS)
- Developing a robust model and funding for the expansion of youth programming and services to more rural areas
- Increasing engagement and access for underserved and equity-deserving youth populations



PRIORITY 3:

Enriched Well-Being For All

Our YMCA is a destination of choice that sparks health, connection and belonging

We will continue to deliver and improve health and wellness programs and partnerships, while proactively planning for future growth and capacity-building, by:

- Increasing our focus on holistic health, including mental health as a primary consideration in all we do with staff, volunteers and participants
- Actively seeking new opportunities to bring health and wellness to underserved groups and communities
- Strengthening our brand presence and overall awareness of programs and services



FOUNDATIONAL ENABLER:

A Thriving Y

Our YMCA is an agile organization that responds quickly and effectively to the needs of our community

We will continue to strengthen our capacity as a thriving organization, strong in governance, capacity and people, by:

- Investing to build the resources needed to position our staff and volunteers for success
- Raising awareness of the impact of our programs, and our value and capacity as a partner
- Advocating for the right resources to better meet demand for access across all program areas, access for underserved and equity-deserving youth populations

Mission:

A charity dedicated to *igniting* the growth and development of everyone in our communities in spirit, mind, and body.

Vision:

Thriving and healthy communities where everyone is generously welcomed and can *shine*.

Values:

- Caring
- Honesty
- Respect
- Responsibility
- Inclusiveness

Connect. Grow. Shine.

OUR INVITATION TO YOU

At the YMCA of Southwest Nova Scotia, we know that when we ignite potential in individuals and families and spark a genuine sense of belonging for all, our communities thrive.

That could not be more critical today.

At a time when family members, friends and neighbourhoods are feeling more stretched and disconnected, the YMCA is a bright light—a connector and an enabler providing affordable, inclusive and engaging programming for people of all ages, stages, backgrounds and abilities.

With this new strategic plan, we are focused on supporting individual and community growth and potential through both relevant programs and a sense of genuine, generous welcome, because we know that wellness grows from more than just physical health.

It grows through connection.


It is amplified by confidence.

And it is strengthened by community.

That's why our team is committed to supporting active, engaged and empowered participants of all ages, with programs and services that meet them where they are and invite them to experience the transformative impact that belonging and wellness can have in their lives and our community.

Igniting Impact—Shining Together is an invitation: to connect, to partner and to grow, in collaboration with one another, and with the community at the heart of all we do.

Let's shine brighter together!



“It’s a good feeling knowing your child is being taken care of, but knowing that my child feels loved, puts that feeling on a whole other level. I will never forget the staff who have loved my girl, she will never forget them either. I am beyond grateful for the experiences she has had and will continue to have.”

-YMCA CHILD CARE PARENT

**Be part of our movement
to ignite impact and shine
brighter *together*.**



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