

WELCOME

YMCA of Cambridge

Member / Volunteer Information Meeting

Friday March 28, 2008

7:00 – 8:00pm

Bruce McDonough – Chair, Board of Directors



COMMUNICATION COMMITMENT

- Commit to share information along the way
- Another Member/Volunteer Information Meeting within 6 months (by Sept 30/08)
- Website changed to provide regular information on Board meetings and relationship with KW. Hardcopy posted in Membership site. Will provide information directly (please provide your email)
- Staff & Volunteers have been receiving a regular newsletter since September (Edition #12 on April 4th)
- Topic at the upcoming Annual General Meeting
- Same approach for both Cambridge and KW

HOW DID WE GET HERE?

- The decision to work with the KW YMCA was made locally
- With the departure of Rob Armstrong, the Cambridge Board of Directors requested the KW YMCA Board share the CEO on an interim basis and study to opportunity of Collaboration. Following 11 months of intentional and extensive research, consideration and debate both boards separately voted to pursue an ongoing collaborative relationship.

REASONS FOR COLLABORATING

- It is primarily a proposition about the future not the current.
- Region will grow by 100,000 people in next 10 years & be increasingly diverse

REASONS FOR COLLABORATING

- We are forming a relationship to create a YMCA that we believe will be well positioned with a greater capacity and influence to serve our unique constituents, and respond quickly to growing and changing needs.
- Benefit to the community is more people involved in more YMCA programs and services in more sites. More YMCA staff and volunteers.

Achieve Mission of YMCA

REASONS FOR COLLABORATING

DO MORE / BETTER

NOT

COST REDUCTION

REASONS FOR COLLABORATING

- One Voice at Regional tables
- One request for Funders
- One delivery network for Region
- Attract and retain Senior Leadership with experience and expertise
- 25 policy volunteers working together & the positive influence of their community connections
- Build off and share success between both Ys

GOVERNANCE

RELATIONSHIP WITH THE KW YMCA...

IS NOT
A MERGER OR
AMALGAMATION
IT IS COLLABORATION

GOVERNANCE

The *Givens*

The YMCA of Cambridge...

- Continues to exist as an incorporated and separate legal entity
- Board of Directors will continue to be the *Stewards* of the incorporated legal entity
- Will continue to have a separate *third party* audit of its operations by a separate audit firm
- Continue to own its assets and responsibilities for its liabilities (Third Party Debt of \$4.1M)

FINANCIAL OVERVIEW

| | Cambridge | KW |
|--|-----------|--------|
| Debt @ Dec 2007 | \$4.1M | \$800K |
| Debt Retired | 2018 | 2009 |
| Annual Principle & Interest Payment | \$560K | \$450K |
| 2008 Annual Operating Revenue | \$7M | \$14M |

GOVERNANCE

The YMCA of Cambridge...

- Donations will be used for YMCA of Cambridge programs and services, as directed by the donor.
- Will provide the charitable tax receipt and will file a T3010 with the Canada Revenue Agency, as is required by all Federal Charities.
- Will have an Annual General Meeting of voting members in order to conduct its *Legal and Corporate* affairs.

GOVERNANCE – THE PRINCIPLES

The YMCA of Cambridge & KW...

- Will be equally represented in any matters that impact both Associations (*i.e. YMCA Cambridge has ONE vote and KW YMCA has ONE vote. Matter will not proceed if both Associations do not approve*).
- Will meet jointly on a monthly basis
- Will meet separately as required
- Will undertake a common Strategic Planning Process (*currently underway*)

GOVERNANCE – THE PRINCIPLES

- Each YMCA will fund their respective Development (expansion & renewal) activities
- Cambridge YMCA at present – no strategic expansion initiatives; Chaplin Family Y Renewal is main priority
- KW YMCA – Major Development project (*including New Y in Waterloo*) and a Major Fund-Raising Campaign.

Good progress on fund raising. Any debt will be cleared within 3 years of opening of Family Y in Waterloo or earlier

PRINCIPLES

Service Delivery (Cambridge)

CURRENT

- Existing programs & services need to remain of high quality, well resourced and responsive to local needs
- The Chaplin Family Y is the flagship operation and needs to remain as such
- Local program delivery staff will continue to make decisions about the style, content and format of program delivery (*Flamborough Y is different from Burlington Y is different from Hamilton Y*)

PRINCIPLES

Service Delivery (Cambridge)

- The YMCA is a voluntary leadership organization and volunteers will continue to be an essential, critical and philosophical element of the program delivery system
- Training opportunities and recognition events will continue to be offered organization-wide and within specific service areas
- Staff volunteer relationships, at the local program site will continue as is the present situation

PRINCIPLES

Service Delivery (Cambridge)

- Joint staff workgroups, involved in the review/integration of policies and procedures
- Migration (either way) of best practices/policies will happen as deemed appropriate by program staff
- Integration is not driven by the need to downsize
- Staff are involved in the *integration* process
 - 8 workgroups involving 41 staff at all levels
 - Program policy/procedures
 - Human Resources – Personnel Policy, Rewards & Recognition; Volunteer Policy (survey)

PRINCIPLES

Service Delivery

FUTURE

- More people involved in more YMCA programs/services in more program sites
- More staff and more volunteers

SERVICE DELIVERY

2000 – 2007 Minimal YMCA of Cambridge Growth

- 1 or 2 After School Care programs
- 1 Youth Centre
- Membership/Child Care Centres/Settlement – minimal growth
- Philanthropy – 1 or 2 special events; annual support campaign beginning past couple of years
- Municipality grew by 20%+
- Municipality will grow by another 20% in next 10 years

YMCA of Cambridge Notes 2007 / Early 2008

- Approximately \$200K invested in Chaplin Family YMCA to sustain life (sauna's, painting, locker-room remodeling, roof repairs)
- Roof repairs of \$40K was meant to “buy time”; might have to re-think strategy.
- Over \$60K invested in new workout equipment at end of year 2006-07.
- March 2007—Membership volume at all time high (10,700)
- Day Camp enrolments exceeded targets
- Over \$100K raised for Annual Campaign (best ever)
- Hired Fund-Raising Professional with KW
- Need to increase/improve communication with members/supporters regarding important matters.

YMCA of Cambridge Accomplishments 2007 / Early 2008

- Immigrant Services has received increased funding for existing ISAP programs
- Several applications submitted for expanded programs/services in Immigrant Services
- Youth Endowment Foundation increased principal by \$82K
- Partnership with WRDSB for day use of Youth Centre for Alternative Education Program for Cambridge Children.

YMCA of Cambridge Accomplishments 2007 / Early 2008

- Financial performance of operations exceeded budget and financial management systems and practices were confirmed as solid (Auditors Report)
- Volunteers increased: 2006 = 498 / 2007 = 655
- Global Youth Forum – 225 Grade 11/12 from 12 high schools attended event of March 20, 2008.
- Waterloo Wellington LIHN – Aging at Home Proposal being considered by joint Cambridge & KW Y
- Capability to consider new Community Development initiatives such as Virtual Y program

SERVICE DELIVERY

The Next 5 Years

- Double the number of community program sites
- Major Fund-Raising/Development programs
- Growth in all programs delivery areas
- Existing Program sites and offerings remain strong

INTEGRATION OF DELIVERY OF SERVICES – SENIOR STAFFING

- There was a re-organization of leadership roles and responsibilities to form one leadership group
- Board approved policies/procedures was followed in developing and posting opportunities.
- A Cambridge HR Consultant used in the interview process of *duplicate* positions
- Alternatives provided/considered for all candidates in both Cambridge and KW where there were duplicate positions.
- Current delivery of programs and services requires full compliment of staff

SENIOR STAFFING

Tricia May

- General Manager of Chaplin Family YMCA Winter 2006 – current role
- Participated in training for new General Managers (2006 & 2007)
- Member of the Strategic Leadership Team as a development opportunity
- Reports directly to Tom Abbott

STAFFING

- New & expanded roles recruited internally before externally.
(25 – 30 new jobs this year – combined)
- All roles will be filled with the person who's skill, knowledge and experience is the best fit for the role.

SENIOR STAFFING

Tom Abbott

- VP of Health Fitness and Recreation and Facility Development; Reports to CEO
- Returned to the KW YMCA in 2006; Alumnus of Cambridge Y
- Previously Tom was Senior VP for Membership Centres (3 *Centres*) and Facility Development for YMCA of Hamilton-Burlington
- HFR Facility experience included renovation/expansion of Burlington Y (doubled membership); design & construction of Flamborough Y & design of new Mountain Y.
- General Manager of Chaplin Family Y and A.R. Kaufman Family Y report to Tom

SENIOR STAFFING

CEO Job Description

Key Responsibilities

- Manage and direct all Association affairs – except matters where By-Law requires Board
- Strategic Planning execution; Annual Plan development and implementation (including budget)
- Performance Appraisal completed by Board
- Key Competencies
 - Visionary
 - Strategic Management and Partnering
 - Relationship Building and Collaboration
 - Inclusive Team Management
 - Leadership/Management Balance
 - Philanthropy

BOARD MEMBERS

- A voting member elected for a 3 year term at an Annual General Meeting (AGM)
- Attend and prepared to participate at meetings of the Board and participate on Board Committees
- Key Responsibilities
 - Steward the best overall interests of the Association by ensuring effective CEO performance according to it Strategic and Annual Plan
 - Policy Making Body

Who are the Board Members?

Listing posted on the website following the AGM