



VISION
2030

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*„That They All
May Be One”*

National Movements
Consultation 2
February – March 2022



Dear friends,

For the past 3 years, our Movement has been on an ambitious journey of finding its North Star. That journey took a big step forward with an amazing formal consultation that took place between July and October 2021. For your outstanding engagement on shaping YMCA Vision 2030 together, we want to thank you and express our gratitude. Today, Vision 2030 is more relevant and stronger because of you.

We were awed by the great response and excitement that you have shown towards Vision 2030, and now we invite you to explore the updated version which integrates the feedback we have received. Of course, we want you to make your contribution to this final consultative process as we nail down the finer details of the document that will shape our collective strategic journey for years to come.

We also want to send a special thank you to all of you who have submitted formal feedback up to now, to the entire Writing Team which coordinated the process, to the North Star Steering Group members, to the Global Staff Team and to the World YMCA Executive Committee. It has been – and remains – a robust shared journey.

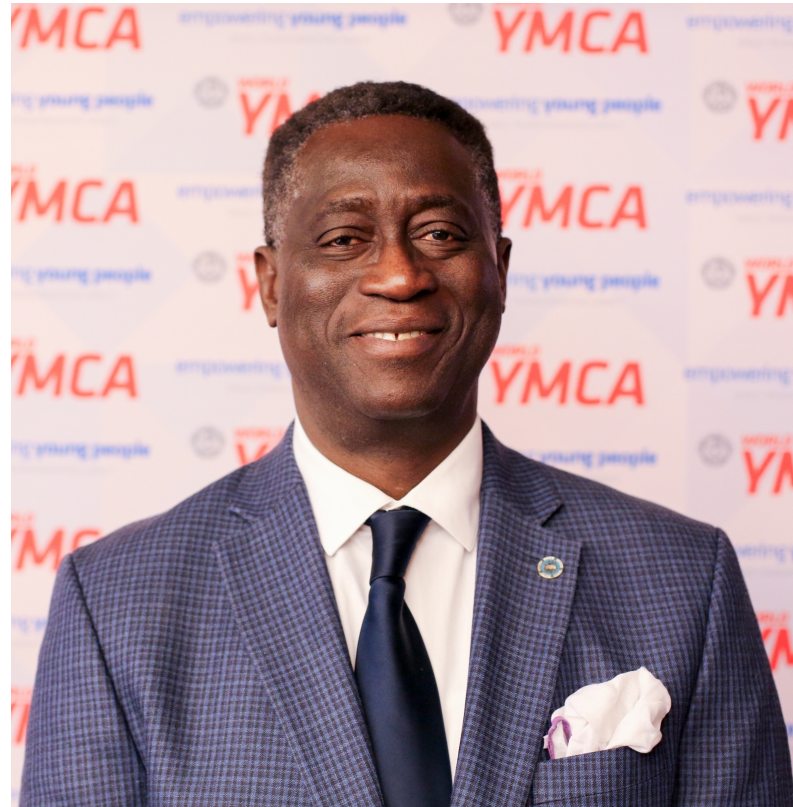
*With gratitude,
Patricia and Carlos*

January 2022



Patricia Pelton
President

A handwritten signature in black ink, appearing to read 'Patricia Pelton'.



Carlos Sanvee
Secretary General

A handwritten signature in black ink, appearing to read 'Carlos Sanvee'.

Structure



- ⚙️ **What is Vision 2030?**
- ⚙️ **Why is it needed?**
- ⚙️ **How do we connect with Vision 2030?**
- ⚙️ **Proposed Draft**
- ⚙️ **How are we going to get there?**



What is Vision 2030?



**A unitary co-
created
framework for
all YMCAs
which offers...**

**A joint Vision and
Mission for the
Movement**

**Pillars of Impact
which reflect YMCAs
priorities**

**Ambitious, measurable
and realistic goals to
pursue together**

Vision 2030 Framework

Foundational Purpose

Why do we exist?

Paris Basis 1855

Vision

What is our vision for the world?

The Destination

Mission

How will we get to our destination?

The Journey

Pillars of Impact

What are our priorities?

The Directions

Strategic Goals

What do we want to achieve together?

The Objectives

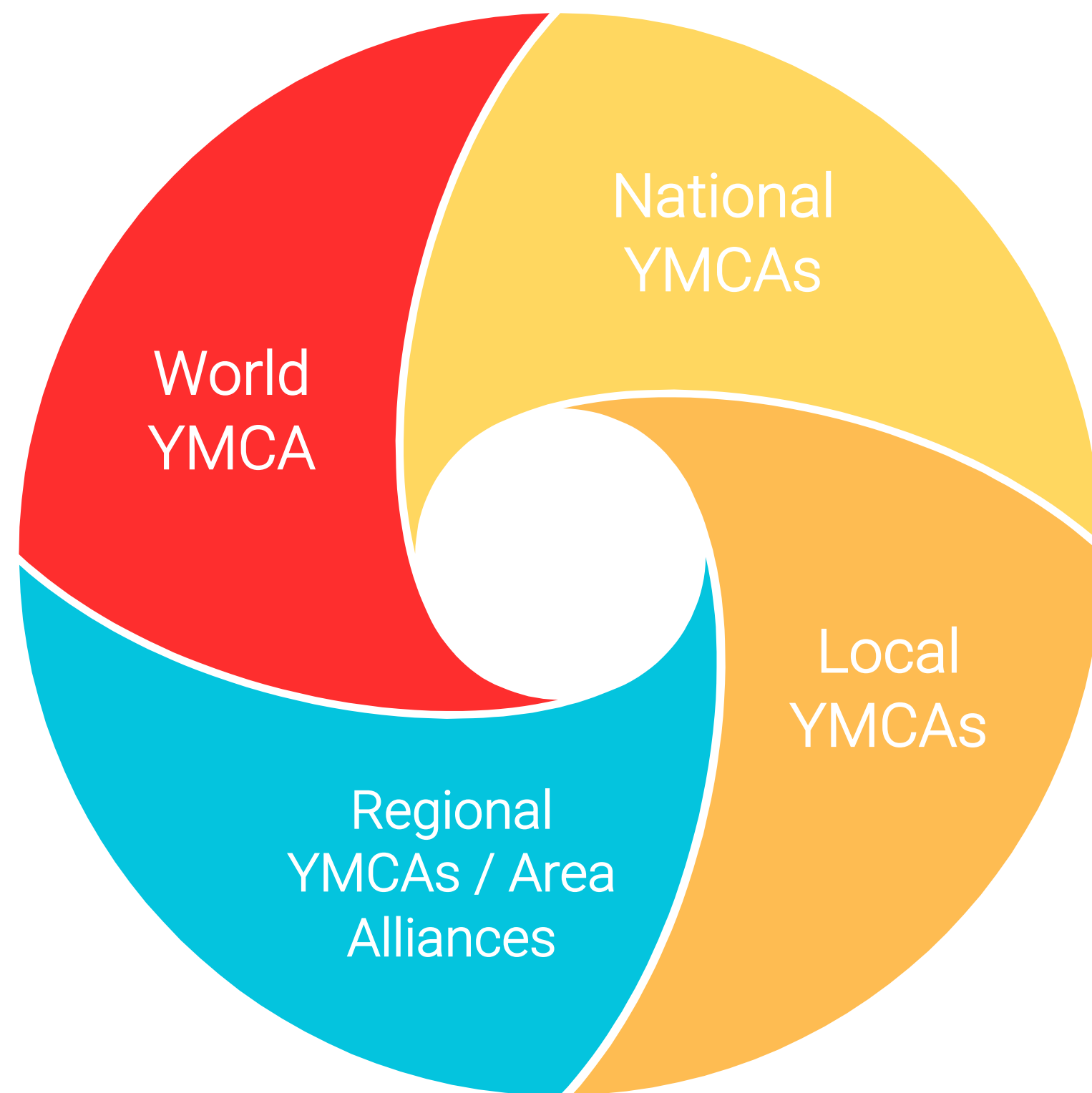
**Why is Vision
2030 needed?**

ONE Movement

ONE Collective Vision

MANY Approaches

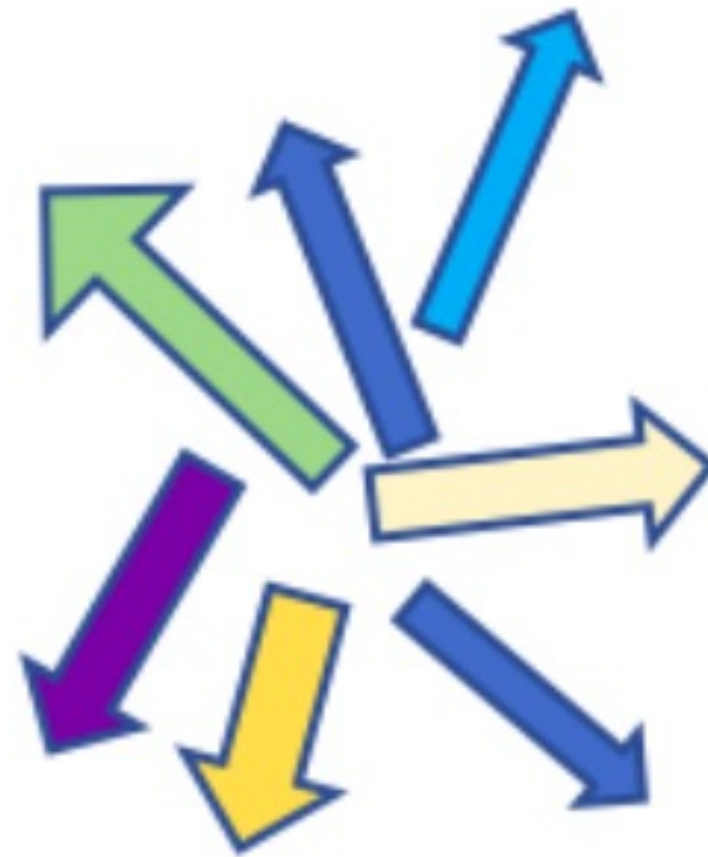
UNITED In Diversity



Towards Coordinated Impact



DISCONNECTED
reactive responses



INDIVIDUAL IMPACT
in isolation



COORDINATED IMPACT
with alignment

A United YMCA

If approved, Vision 2030 will propose a common Vision, Mission and broad collective directions for the entire Movement.

We would ALL be together on the same journey, with the same global priorities, with each YMCA applying them based on their own context.



A Rooted YMCA

Rooted, guided and united by our Christian values, we would focus our work on the needs of communities and young people worldwide.

We would prioritise those who need our support the most and get them ready for the challenges of the coming decade and beyond.



A Relevant YMCA

The needs of the young people and communities we serve are changing faster than ever, and we will focus more on not just being relevant to existing needs, but also anticipating them.

Growing societal divides at all levels require us to think strategically, act accordingly and invest our resources towards healing and (re)building communities.



**How was Vision
2030 created?**



3 years of consultations

- ⚙️ *YMCA175 North Star workshops (2019)*
- ⚙️ *Global Staff Team and North Star Steering Group conversations*
- ⚙️ *NGS Meeting in Palestine (2020)
North Star workshops*
- ⚙️ *Padare Series (2020) on the North Star*
- ⚙️ *Leaders Talks Series (2020)*

The Vision 2030 drafts emerged after a wide participatory process spanning 3 years with strong YMCA engagement



... and further informed by

-  *YMCA Youth-led Solutions Summits (2020, 2021)*
-  *Global Youth Mobilization (2021)*
-  *World YMCA Communities of Impact (2020, 2021)*
-  *Movement-wide Vision 2030 Consultation 1 (July – October 2021)*

The Vision 2030 drafts emerged after a wide participatory process spanning 3 years with strong YMCA engagement

In January 2021 the World YMCA started preparing the first drafts of Vision 2030. These were reviewed by the North Star Steering Group, a diverse and representative team of YMCAs at all levels, working under the guidance of the World YMCA's Executive Committee.

Based on wide technical consultations throughout the first half of 2021, Vision 2030 underwent several changes until it reached its current form.

Between July and October 2021, the entire YMCA Movement took part in a wide consultation process which achieved broad engagement and extensive feedback. Based on this feedback, we are now presenting you the second version of Vision 2030.

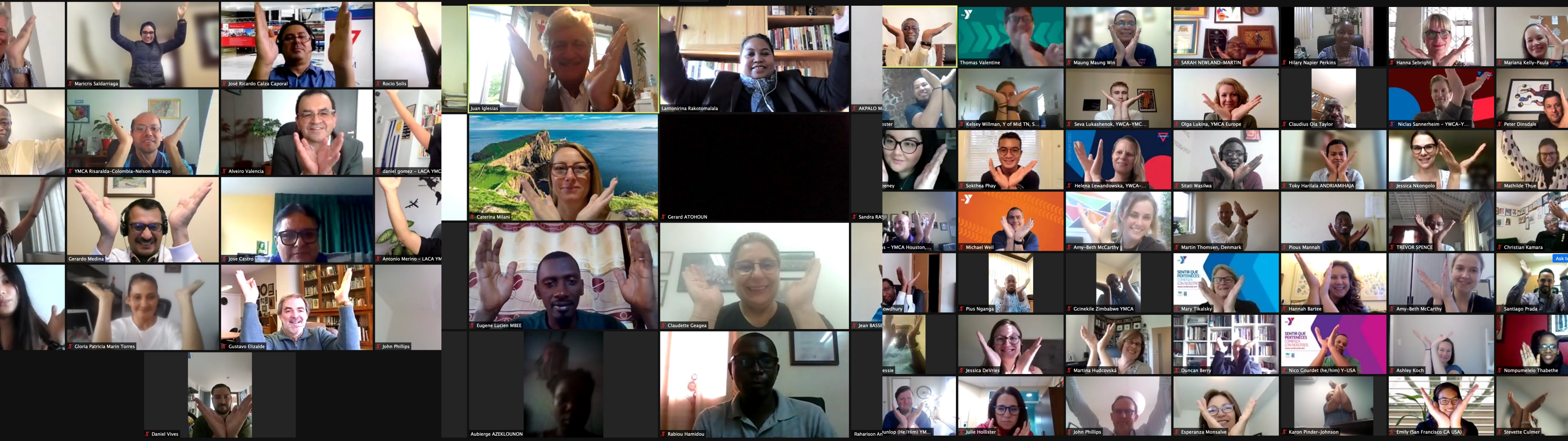
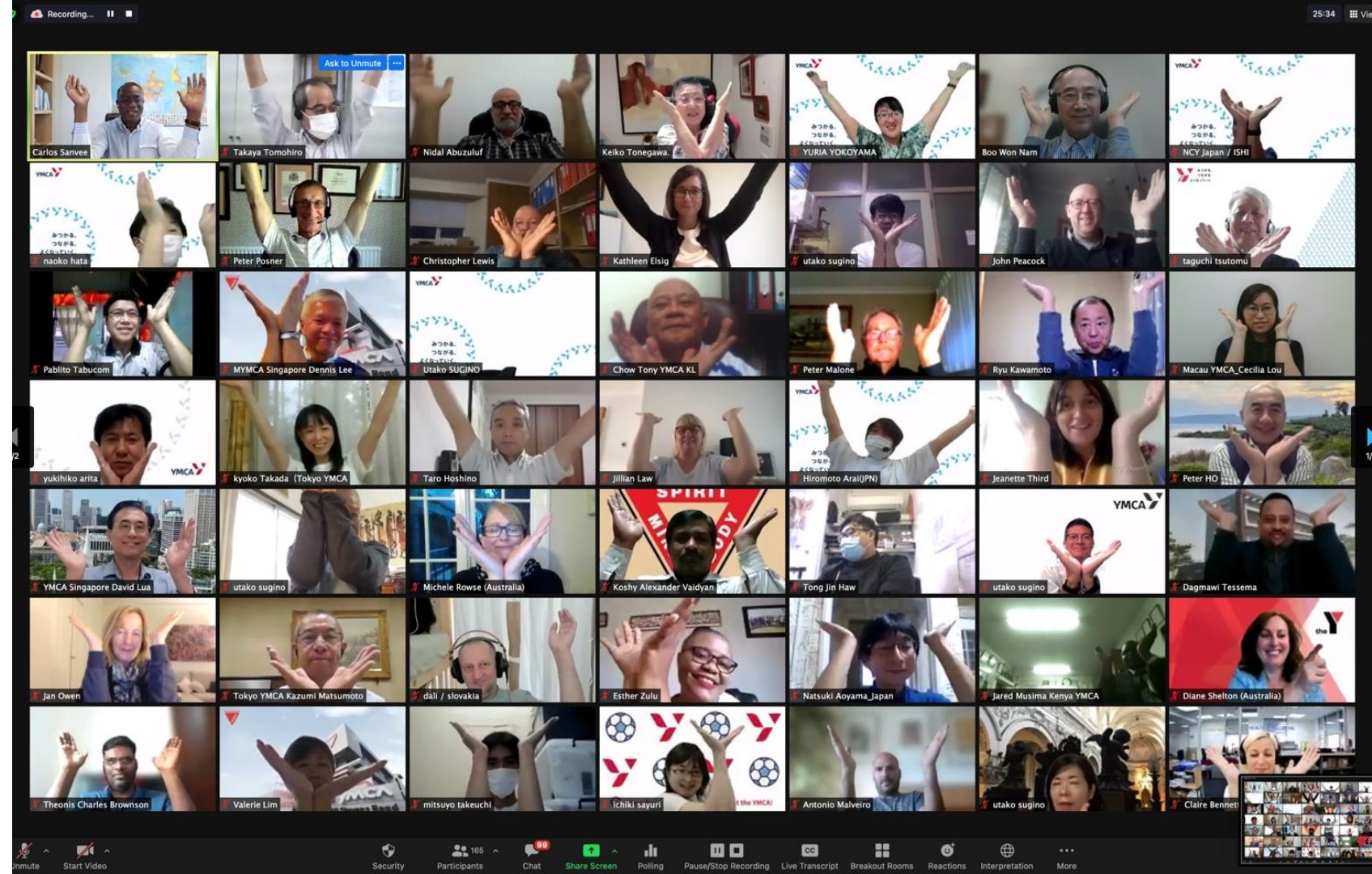
We now invite all YMCA National Movements to review the next version, and to spark internal discussions and shape the conversation for Consultation 2. This is the last consultative process before the adoption of the document in July 2022 in Aarhus, Denmark.

* Composition of North Star Steering Group and Vision 2030 World YMCA Team on the last pages.



VISION 2030

Consultation 1 (July-October 2021) was a historical
online co-creation process for our Movement



Consultation 1 Numbers





**How do we connect
with Vision 2030?**

YMCA Roles

Activating Vision 2030

World YMCA

Steer Vision 2030 process and activation, offer guidance, connect the Movement

CONNECTING FOR A JOINT VISION

CONNECTING FOR A JOINT VISION

Area Alliances

Offer guidance, support National YMCAs, connect and coordinate with World YMCA

Vision 2030

National YMCAs

Align national vision and strategy to Vision 2030 based on national realities and context

ALIGNMENT FOR COORDINATED IMPACT

COLLECTIVE GLOBAL JOURNEY, LOCAL IMPACT

Local YMCAs

Align local vision and strategy to Vision 2030 for coordinated global impact, based on local context and realities

Branding

Vision 2030 is also a visual opportunity for the YMCA to come together in a joint collective journey. It is suggested that YMCAs use the Vision 2030 logo in any version relevant to them as a secondary logo or sub-brand, wherever they find it relevant to do so.

The Vision 2030 logo can be used either alongside the main YMCA logo or as a separate sub-logo in any relevant location.



Logo version 1

Symbol on the left, text on the right



Logo version 2

Symbol integrated in the text



Alternate logo version 1

To be used by YMCAs with matching branding



Alternate logo version 2

To be used by YMCAs with matching branding

A full Brand Book is being developed for the use of any interested YMCA, together with visual templates for Vision 2030 graphics.

Example of use



The logo for the World YMCA, with 'WORLD' in small red letters above 'YMCA' in large red letters.	VISION VISION 2030	The logo for 'the YMCA', with 'the' in blue and a stylized 'Y' in purple and blue.	VISION VISION 2030	The logo for YMCA, with 'YMCA' in white letters on a blue rectangular background.	VISION VISION 2030
The logo for YMCA, with 'YMCA' in white letters on a red rectangular background.	VISION VISION 2030	The logo for 'the YMCA', with 'the' in green and a stylized 'Y' in blue and green.	VISION VISION 2030	The logo for YMCA, with 'YMCA' in grey letters on a white background.	VISION VISION 2030
The logo for the YMCA Africa Alliance, featuring a map of Africa and the text 'YMCA AFRICA ALLIANCE'.	VISION VISION 2030	The logo for YMCA, with 'YMCA' in white letters on a red inverted triangle.	VISION VISION 2030	The logo for 'the YMCA', with 'the' in black and a stylized 'Y' in black and red.	VISION VISION 2030
The logo for the Asia and Pacific Alliance of YMCAs, with 'Asia and Pacific Alliance of YMCAs' in colorful text.	VISION VISION 2030	The logo for YMCA, with 'YMCA' in white letters on a red inverted triangle.	VISION VISION 2030	The logo for YMCA, with 'YMCA' in blue letters and a stylized 'Y' in red.	VISION VISION 2030
The logo for YMCA, with 'YMCA' in white letters on a blue horizontal bar, which is inside a red inverted triangle.	VISION VISION 2030	The logo for YMCA, with 'YMCA' in white letters on a red brushstroke.	VISION VISION 2030		
The logo for ymca, with 'ymca' in red lowercase letters and a small red inverted triangle to the right.	VISION VISION 2030				

Example of use



Each YMCA is unique. And where there is a community need, the YMCA is there to respond. As such, we will invite each YMCA to explore what is relevant to their context from Vision 2030 and align their own journeys to it.

Because together we are stronger. Because together we can serve young people and communities worldwide like never before.

Together we are one YMCA.



Vision 2030
Proposed Draft

**Affirming the Paris Basis adopted in 1855 as the foundational statement of the mission of the YMCA,
Building upon the legacy of the Kampala Principles and Challenge 21, Nairobi Statement and the Value Statement,
In alignment with the Sustainable Development Goals set forth by the United Nations as Agenda 2030,
Based on the broad consultations conducted between 2019 and 2022,**

The worldwide YMCA pledges to work towards the following collective Vision, Mission and Pillars of Impact:

YMCA Collective Vision

Draft for consultation



Our vision is a world where every person lives in harmony with self, with society and with creation.

YMCA Collective Mission

Draft for consultation



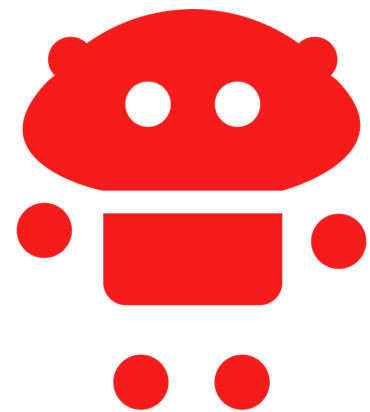
The YMCA's mission is to empower young people and communities worldwide to build a just, sustainable, equitable and inclusive world, where every person can thrive in body, mind and spirit.

Pillars of Impact

Draft for consultation



**Community
Wellbeing**



**Meaningful
Work**



**A Sustainable
Planet**



**A Just
World**

Principles



Holistic

All 4 Pillars should be seen as strongly inter-connected. Only by pursuing a holistic view of all the challenges, issues and opportunities we will be able to leverage the potential impact of all 4 key areas.



**SDG
Alignment**

Vision 2030 has been adapted to align with the United Nations Agenda 2030 for Sustainable Development and the 17 SDGs. YMCAs are strongly encouraged to report their work while considering the UN's SDGs as they activate YMCA Vision 2030.



**Partnerships
& Philantropy**

As the Pillars are inter-connected, so is our entire world and all our communities. In order to be able to turn Vision 2030 into reality we will build together strategic partnerships and work together with our stakeholder for the benefit of the communities we serve.

Community Wellbeing

Pillar 1 Rationale

Depression and anxiety

are some of the leading causes of illness among young people, especially young women.

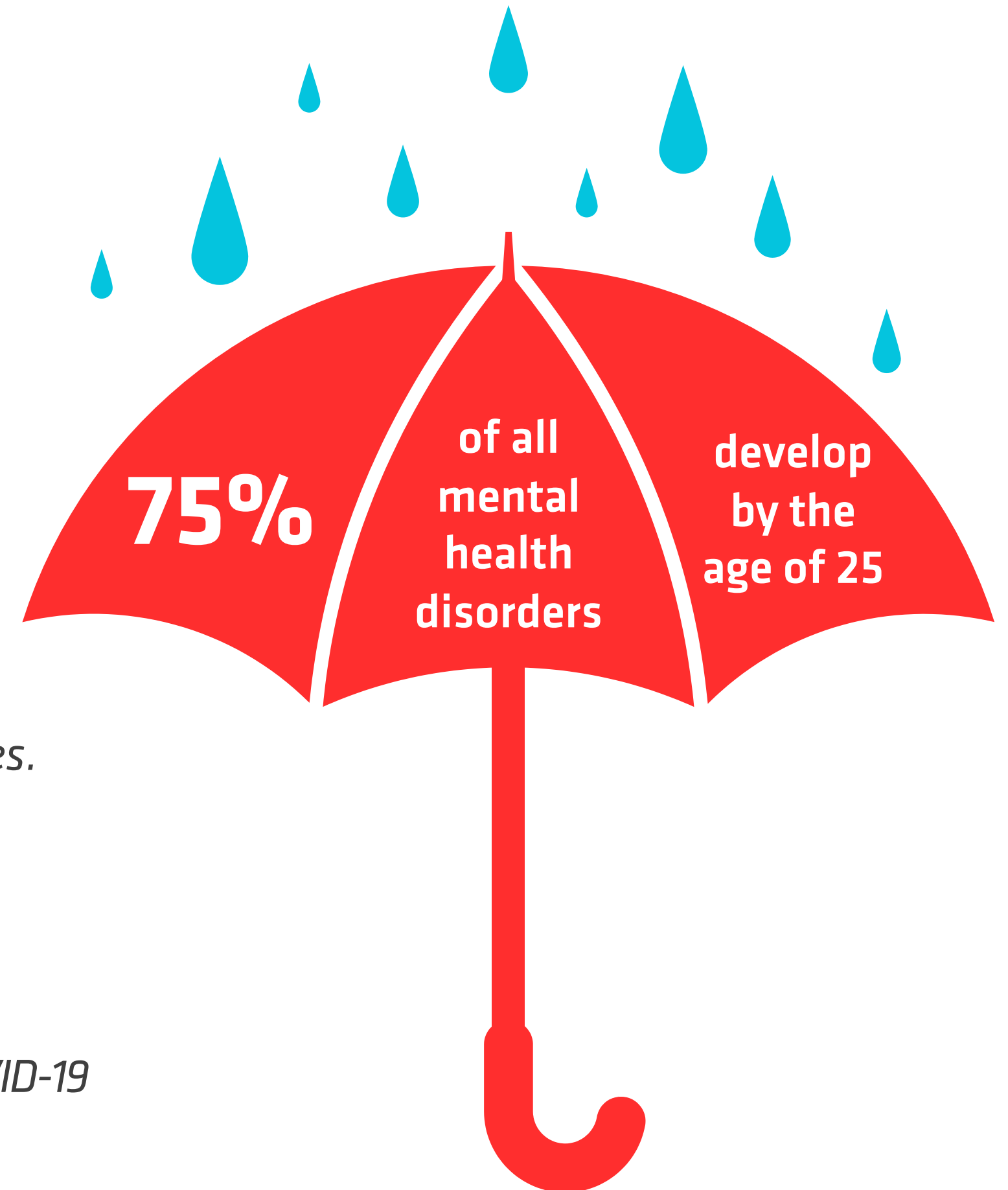
20% +

of children and young people are affected by mental health issues.

Self-harm is the third cause of death in adolescents.

70%

of young people are estimated to have mental health issues since the COVID-19 pandemic started, with lasting consequences for the current decade.



Community Wellbeing

Pillar 1 Draft



Core Belief

The YMCA believes that every person should have the means to grow and thrive in body, mind and spirit while taking care of their individual and collective wellbeing.

Our Pledge

By 2030 the YMCA will co-create, provide and advocate for high-quality, relevant and sustainable health and wellbeing solutions to young people and communities worldwide.

Strategic Goals

- (1) **Our YMCAs:** The YMCA Movement will review and develop relevant policies and practices so that its staff and volunteers at all levels work in a culture where individual, organisational and community wellbeing is a fundamental priority.
- (2) **Our Communities:** By 2030 the YMCA strengthens and expands safe, inclusive spaces at all levels, empowering every person we serve to care for their physical, spiritual and mental health, and the broader wellbeing and resilience of their families and communities.
- (3) **Our World:** The YMCA effectively champions improved policies and practices for keeping children and young people safe from harm, abuse and neglect at local, national and global levels.

Meaningful Work

Pillar 2 Rationale

267 million

*young people are not in employment,
education or training*

9 out of 10 jobs will require basic digital skills

700 million people worldwide are illiterate, 66% girls.
Billions lack digital skills.

77%

*of young people are working in vulnerable jobs (gig
economy, informal, seasonal or temporary jobs)*

47%

*of all jobs are expected to be replaced by
automation by 2034*

80% of employers say they have difficulty filling jobs
due to the increasing skills gap

Lifelong learning mindset to become a key
differentiator for success

74%

*of professionals and employers expect
remote and hybrid work to become the
standard by 2030*

Meaningful Work

Pillar 2 Draft



Core Belief

The YMCA Movement believes that all young people deserve the right to learn, engage in flexible, dignified and meaningful work, and build sustainable livelihoods.

Our Pledge

The YMCA commits to creating, expanding and advocating meaningful, just and fair education, training, employment and entrepreneurship opportunities in the transition to the new economies.

Strategic Goals

- (1) **Our YMCAs:** The YMCA will review and develop its policies and practices to become a Movement where all its employees benefit from fair, meaningful, dignified and equitable work, as well as lifelong learning opportunities.
- (2) **Our Communities:** By 2030, the YMCA Movement creates, strengthens and scales sustainable education, upskilling, employment and entrepreneurship opportunities for young people and communities worldwide, with a focus on increasing their readiness for the Future of Work.
- (3) **Our World:** The YMCA amplifies the voices of young people and communities and advocates policies to ensure fair, flexible, meaningful and equitable access to employment, entrepreneurship and training opportunities.

A Sustainable Planet

Pillar 3 Rationale

Up to 2 billion

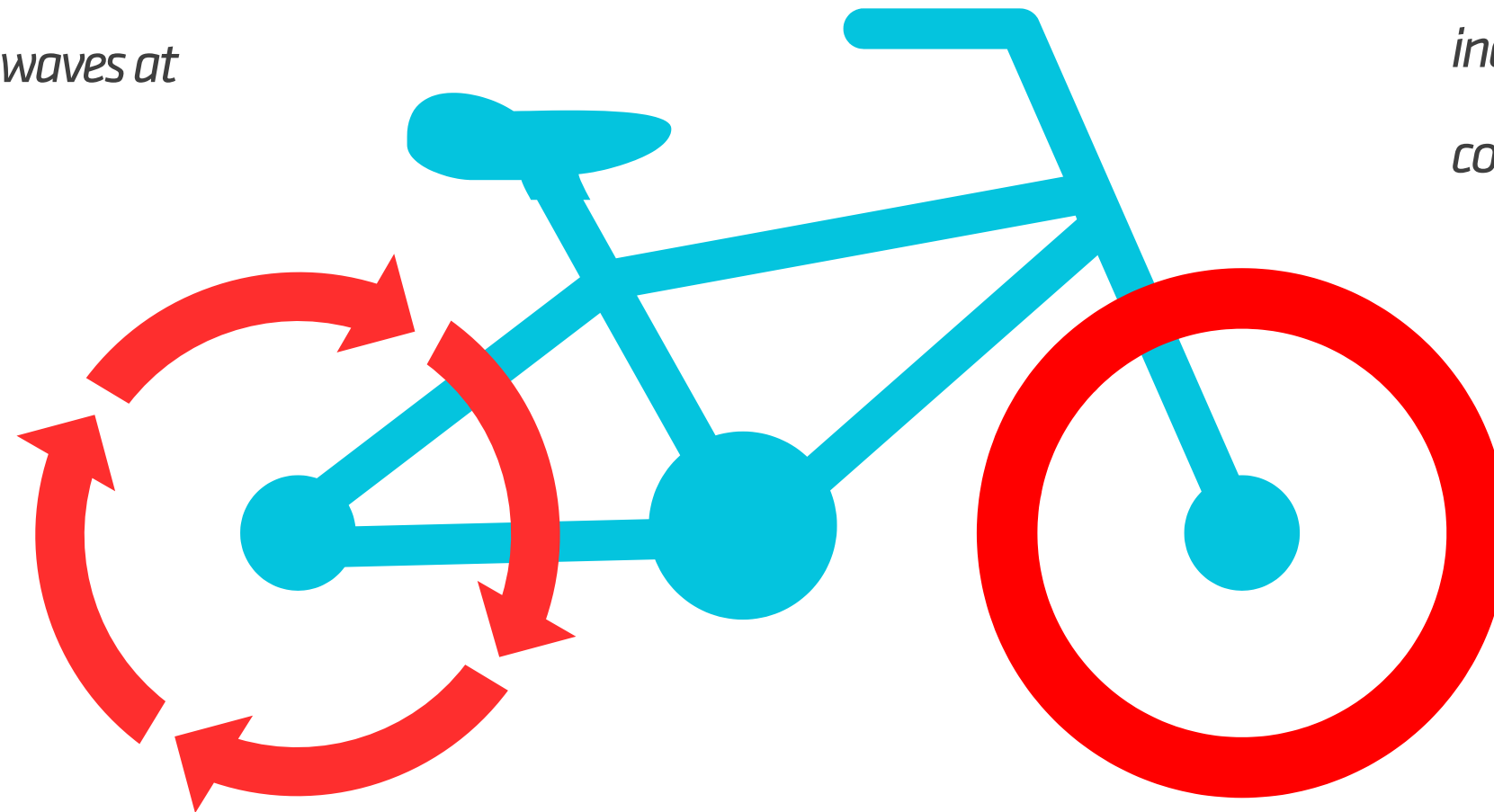
people will encounter extreme heat waves at least once every 20 years

100 - 170%

increased risk of extreme weather over the course of this century

2030

is the deadline by which climate change effects are going to become irreversible or not



1 million

species are at risk of extinction

A Sustainable Planet

Pillar 3 Draft



Core Belief

The YMCA believes that we should all commit and take action for the protection and regeneration of our Planet, preparing for a Just Transition to a world where humans live in full harmony with Nature.

Our Pledge

The YMCA commits to become a Greener Movement, an active youth voice on climate justice and champion of youth-led sustainability solutions.

Strategic Goals

- (1) **Our YMCAs:** The YMCA will take steps towards becoming a climate-neutral* Movement, building a roadmap that will allow all YMCAs to make measurable and meaningful progress in their policies and practices based on local realities.
- (2) **Our Communities:** The YMCA Movement inspires its members, staff, volunteers and community stakeholders to practice and champion environmental responsibility while also integrating climate education components for young people and communities in its programmes worldwide.
- (3) **Our World:** The YMCA will champion global solutions and policies to support a Just Transition to a Green Economy, making sure that no one is left behind as we work together towards the regeneration and protection of our Planet.

*Climate neutrality refers to achieving net zero greenhouse gas emissions by balancing those emissions so they are equal (or less than) the emissions that get removed through the planet's natural absorption; in basic terms it means we reduce our emissions through climate action. *Source: UNFCCC*

A Just World

Pillar 4 Rationale

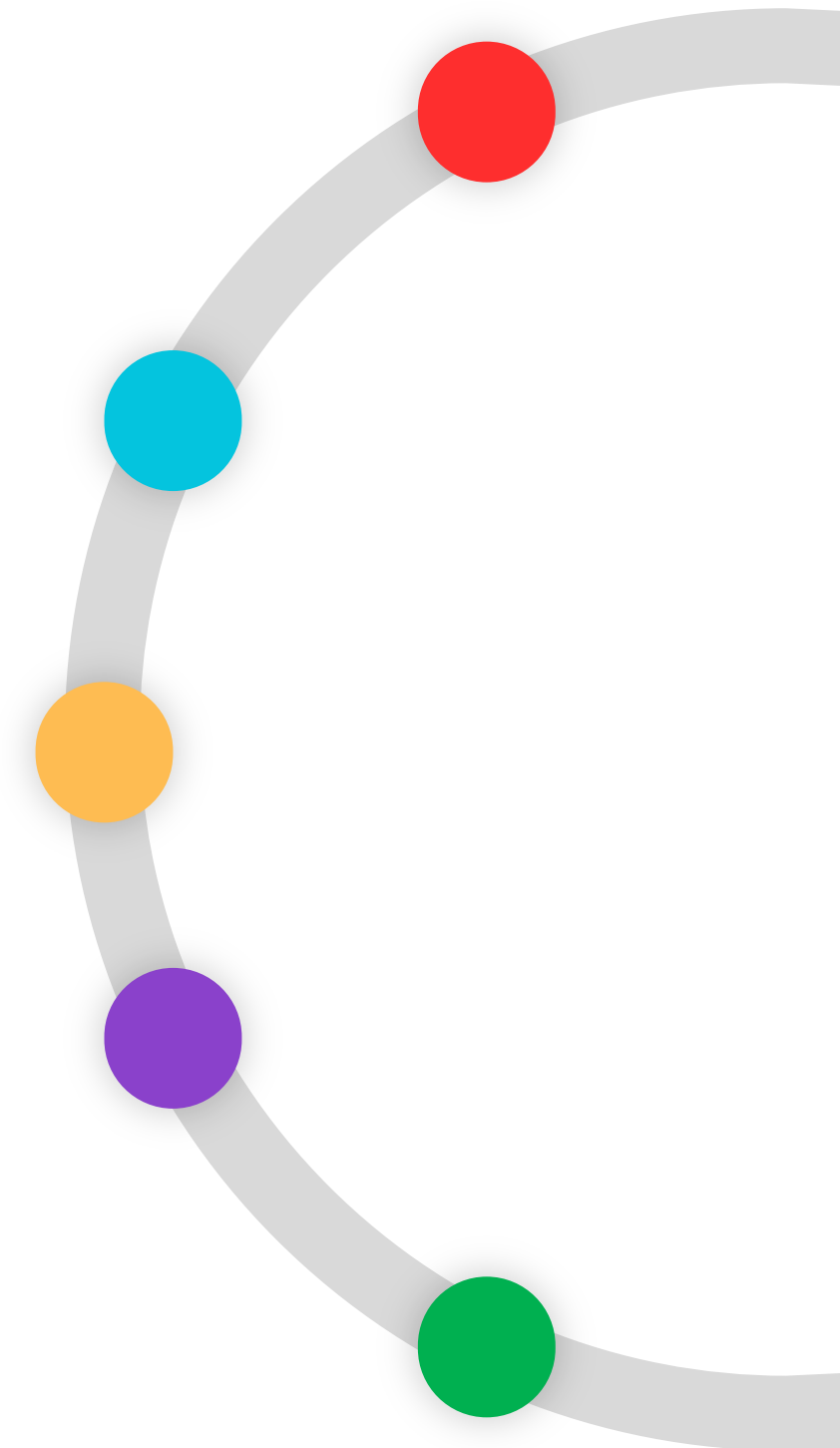
A Gen Z is the most diverse generation in history

B 45% of people experience discrimination regularly

C Black, Latinx and indigenous workers are paid 25% less than white employees

D It will take 110 years to achieve gender parity if the current pace is maintained

E 25% of the world's population believe that being LGBTQ should be a crime (and in more than half of the world LGBTQ discrimination is legal)



A Just World

Pillar 4 Draft



Core Belief

The YMCA believes in the power of young people and communities to promote and advance justice, peace, equity and human rights for all.

Our Pledge

The YMCA will become a global voice in the fight against discrimination, inequity, injustice and systemic racism, amplifying the voices of young people and communities where it is active to ensure that everyone's voice is heard.

Strategic Goals

- (1) **Our YMCAs:** By 2030, the YMCA commits to adapt its policies, practices and programmes to become a truly equitable, diverse and inclusive Movement in the fight against all types of discrimination.
- (2) **Our Communities:** The YMCA will empower young people to become transformative activists, leaders and advocates for diversity, equity, inclusion and social change.
- (3) **Our World:** The YMCA will amplify the voices of young people and communities worldwide to ensure that everyone is treated with dignity and their voice is heard and acted upon.



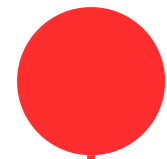
**How are we going
to get there?**

What's Next?

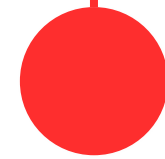


Consultation 2

After reviewing the feedback of Consultation 1, a final consultation will take place, together with the consultation for World YMCA's 2022 – 2026 strategy for activating Vision 2030.



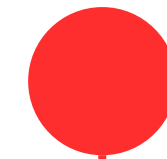
**July - October
2021**



**January –
March 2022**

Consultation 1

A broad consultation took place where all National Movements were invited to reflect, have internal conversations and offer feedback on Vision 2030



July 2022

World Council

After approval from the World YMCA Executive Committee, the final version of Vision 2030 will be adopted at World Council 2022

What happens after 2022 World Council?



Journey Check and Revision

At the 2026 World Council we will do a reality check and see how we are progressing towards YMCA Vision 2030 and make updates as necessary.

2022 - 2024

2026

2022 - 2030




Vision 2030 Activation and Indicators

YMCAs around the world will be invited to star aligning their own strategies to YMCA Vision 2030. In parallel, the Movement will develop indicators in order to be able to measure our progress towards achieving YMCA Vision 2030 together.

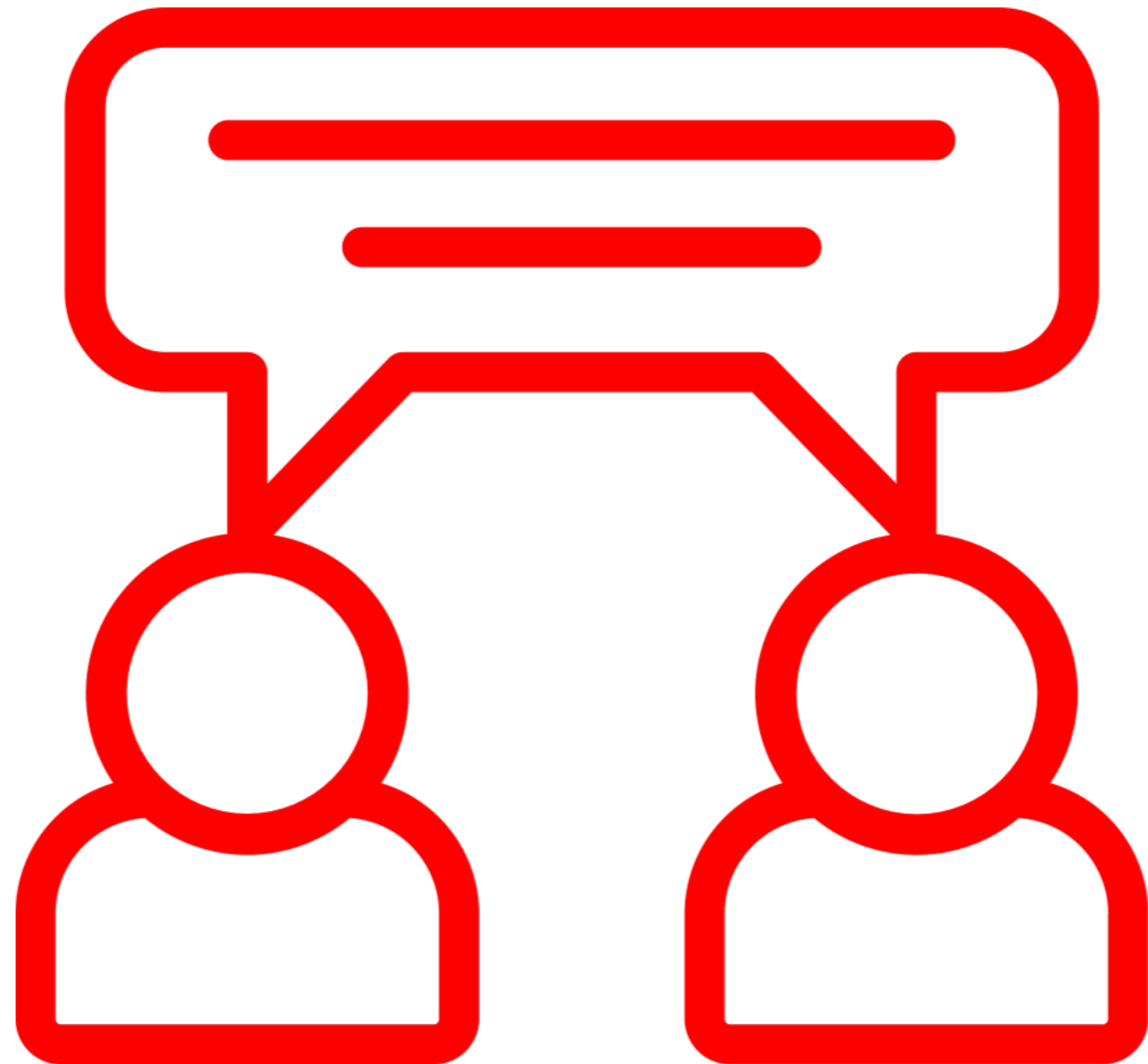
Implementation

We all put YMCA Vision 2030 in action based on local and national realities and capacities.



Consultation Information

Consultation Information



We invite National YMCAs to:

- ✓ Facilitate internal conversations within their National Movement and with Local YMCAs on:
 - How Vision 2030 applies to your context?
 - What would alignment mean?
 - What works and what could be improved?
- ✓ Feedback through the online feedback form provided by World YMCA;
- ✓ Deadline for Consultation 2 feedback: **7 March 2022**

Meet the Team

World YMCA Project Team

Carlos Sanvee, Secretary General

Răzvan-Victor Sassu, Head of Policy & Strategy

Mathilde Thue, Strategy Committee Chair

Jan Owen, Strategy Consultant

John Phillips, Director of Communications

Diane Shelton, Strategic Communications

North Star Steering Group

Nam Boo Won, Asia-Pacific Alliance of YMCAs

Tom Valentine, YMCA of the USA

Antonio Merino, Latin American and Caribbean Alliance of YMCAs

Juan Simoes Iglesias, YMCA Europe

Nirina Rakotomalala, African Alliance of YMCAs

Peter Dinsdale, YMCA Canada

Anthony Camillieri, YMCA Malta

Denise Hatton, YMCA England & Wales

Christian Kamara, YMCA Sierra Leone

Issam Bishara, YMCA Lebanon

Helen Tefera, YMCA Ethiopia

Maria Fernanda Giraldo, YMCA Colombia

Jeannie Chen, YMCA Taiwan

Heather Hayes, YMCA of Greater Rochester

Jim Commerford, World Urban Network

Juliet Garrard, Social Impact and Nonprofit Specialist

Cristiano Ristov, World YMCA Executive Committee

Thank you

#YMCAStandsTogether



WORLD
YMCA

February 2022

ymca.int

