



VISION  
2030

k

*„That They All  
May Be One”*

*Submitted to the 20th World  
Council for approval*





# 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 two inspiring formal consultations that took place between July and November 2021 and then again between February and March 2022. 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. This version has now been endorsed by World YMCA's Executive Committee and has been submitted to the 20<sup>th</sup> World Council for approval in July 2022.

In the meantime we would like to invite all YMCAs around the world to reflect on how they can align to this global collective journey and how we can all together achieve greater impact by working together to empower young people and communities worldwide.

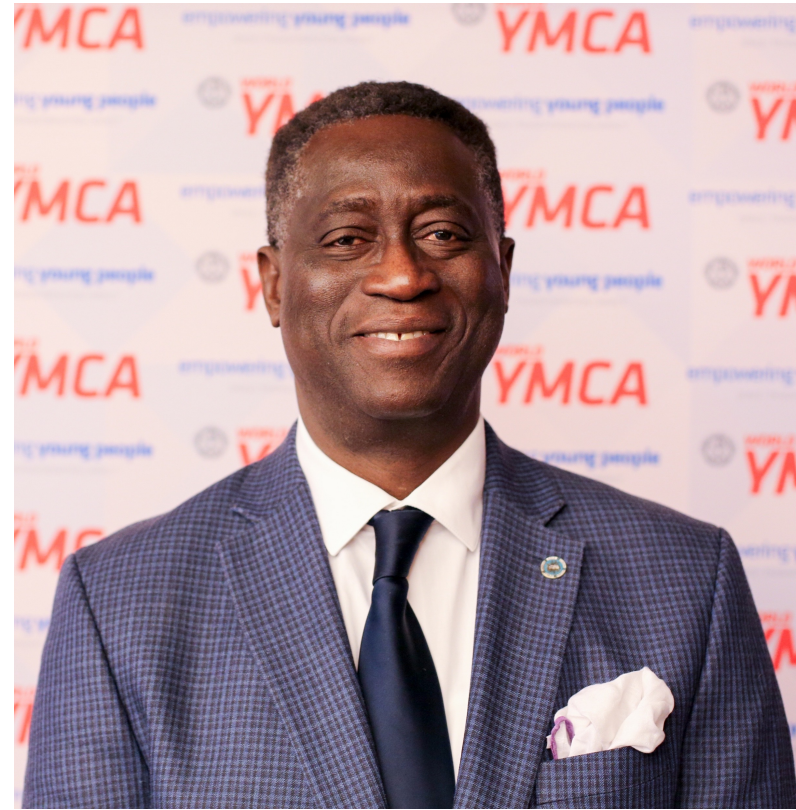
We also want to send a special thank you to all of you who have submitted feedback, to the entire Writing Team which coordinated the process, to the North Star Steering Group members, to the Global Staff Team and to the World YMCA Executive Committee. It has been – and remains – a robust shared journey.

*With gratitude,  
Patricia and Carlos*

*March 2022*



**Patricia Pelton**  
**President**



**Carlos Sanvee**  
**Secretary General**



# 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?**

A red background with a large white arrow pointing to the right. The arrow is composed of two diagonal lines meeting at a point on the right side. The text "What is Vision 2030?" is written in white, bold, sans-serif font across the middle of the arrow.

**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?**

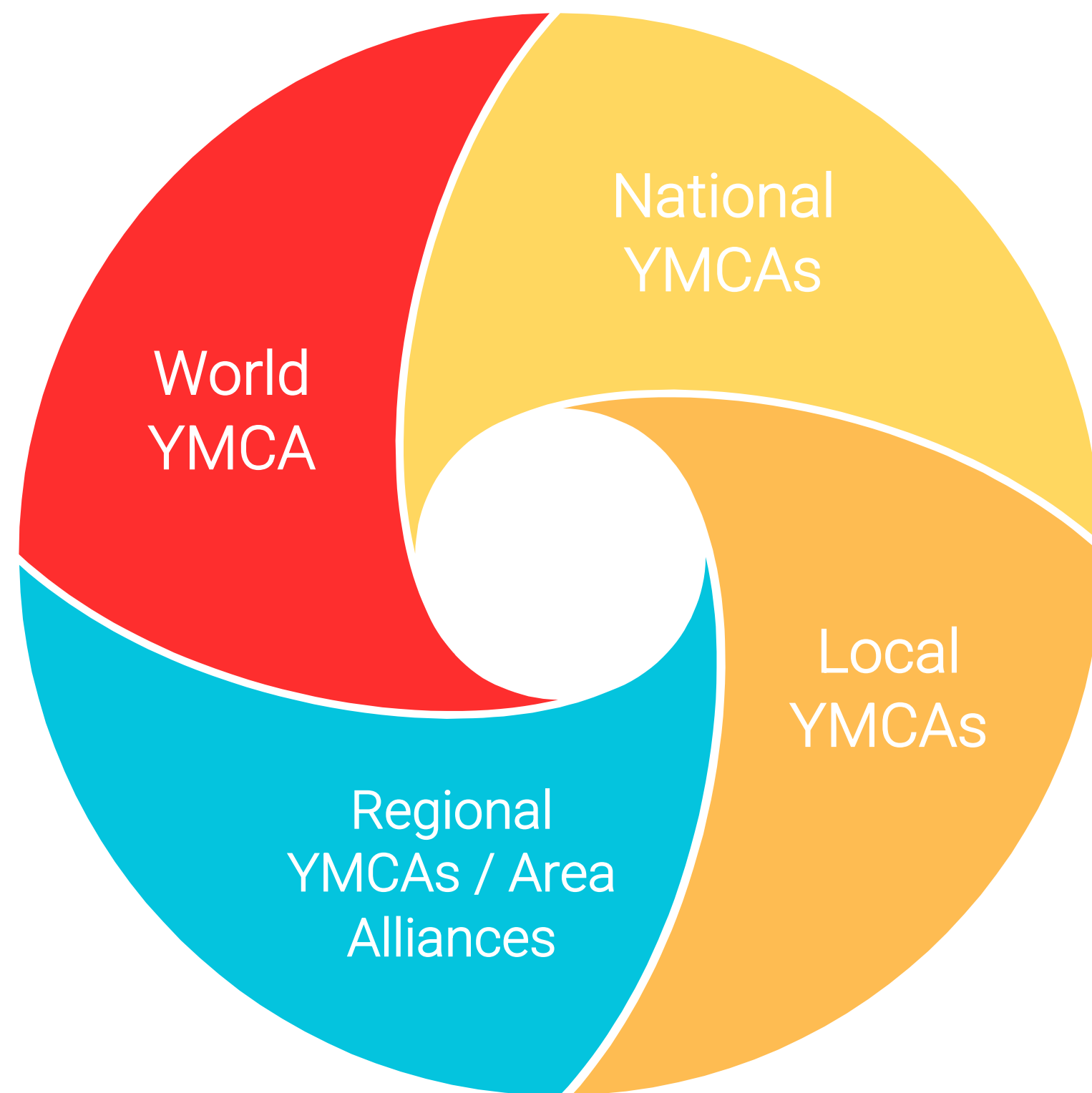


**ONE Movement**

**ONE Collective Vision**

**MANY Approaches**

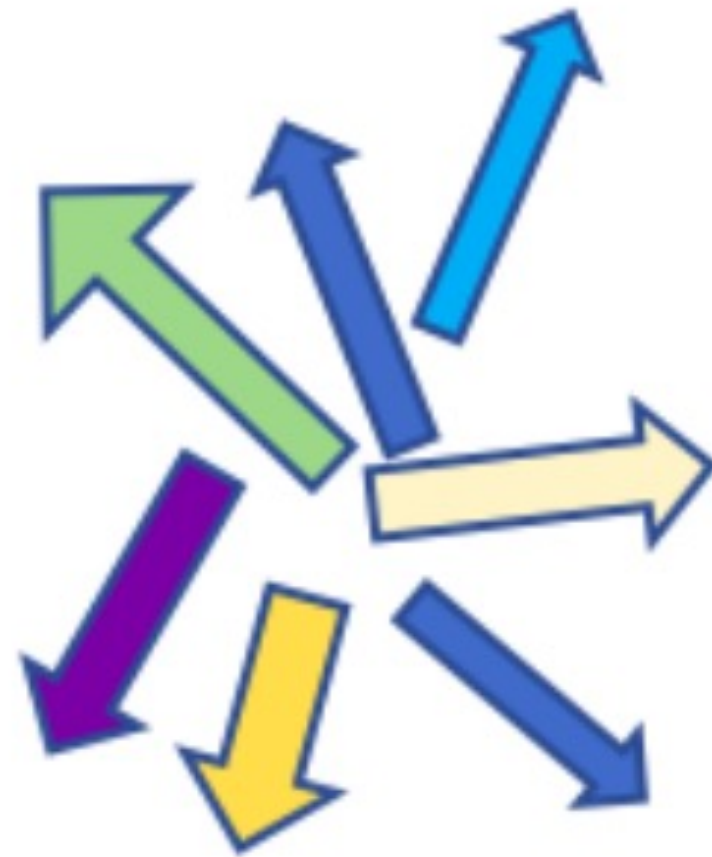
**UNITED In Diversity**



# 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





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 – November 2021)
-  Movement-wide Vision 2030 Consultation 2 (February – March 2022)



**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 November 2021 and then again between February and March 2022, 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 final version of Vision 2030 endorsed by the Executive Committee and pending approval by the World Council in July 2022.**

**We now invite all YMCA National Movements to reflect on what alignment to Vision 2030 means for their own context and how this can be accomplished in the coming years.**

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





**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

### 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

**Vision 2030**

# 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 Africa Alliance of YMCA, 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 a stylized 'Y' in red and 'YMCA' in white 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 Essentials**

**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

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

# **YMCA Collective Mission**

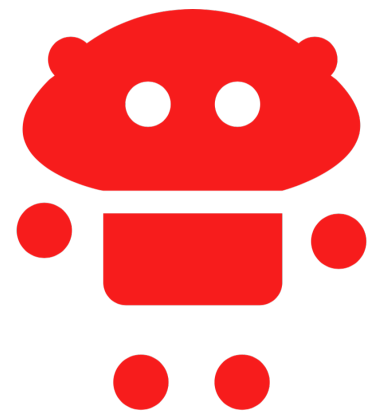
**The YMCA's mission is to empower young people and communities worldwide to build a just, sustainable, equitable and inclusive world, where every person can thrive in body, mind and spirit.**



# Pillars of Impact



**Community  
Wellbeing**



**Meaningful  
Work**



**Sustainable  
Planet**



**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 will we 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

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

## Christian Values

Founded and rooted in Christian principles, the YMCA Movement's ability to build hope, belonging and wellbeing throughout the world remains one of its greatest strengths. Today many YMCAs remain committed to this Christian identity while others pursue a secular mission. The YMCA embraces people of any or no faith in diverse and unique ways in YMCAs around the world.

*[This section remains under discussion]*



# Community Wellbeing

## Pillar 1 Rationale

### Wellbeing

is a state of balance between body, mind and spirit, which is challenged increasingly in our ever-changing and uncertain world

### Depression and anxiety

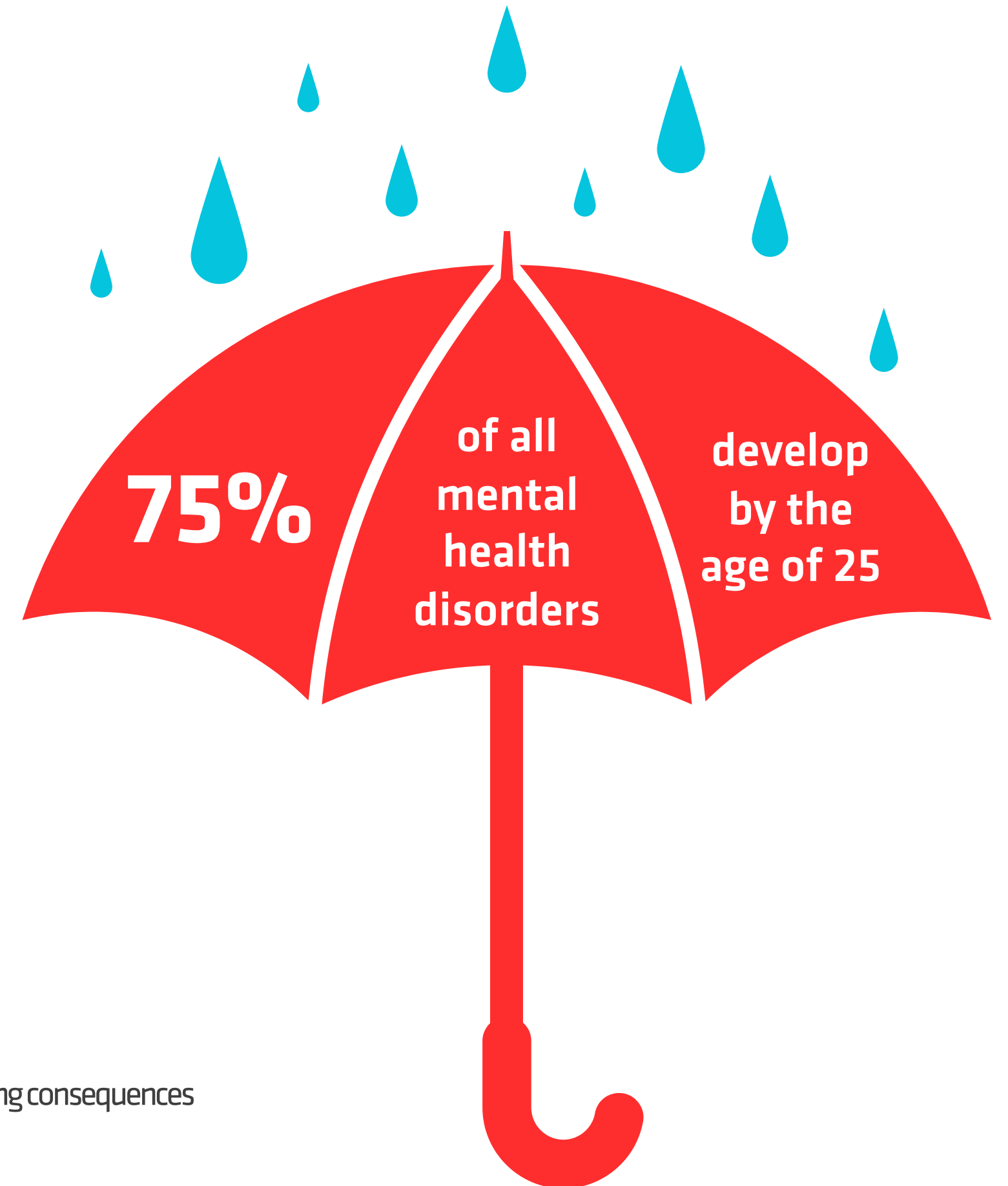
are some of the leading causes of illness among young people, especially young women.

**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



### 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



### 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 equitable 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 decent, 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 decent, flexible, meaningful and equitable access to employment, entrepreneurship and training opportunities.



# A Sustainable Planet

## Pillar 3 Rationale

**Up to 2 billion**

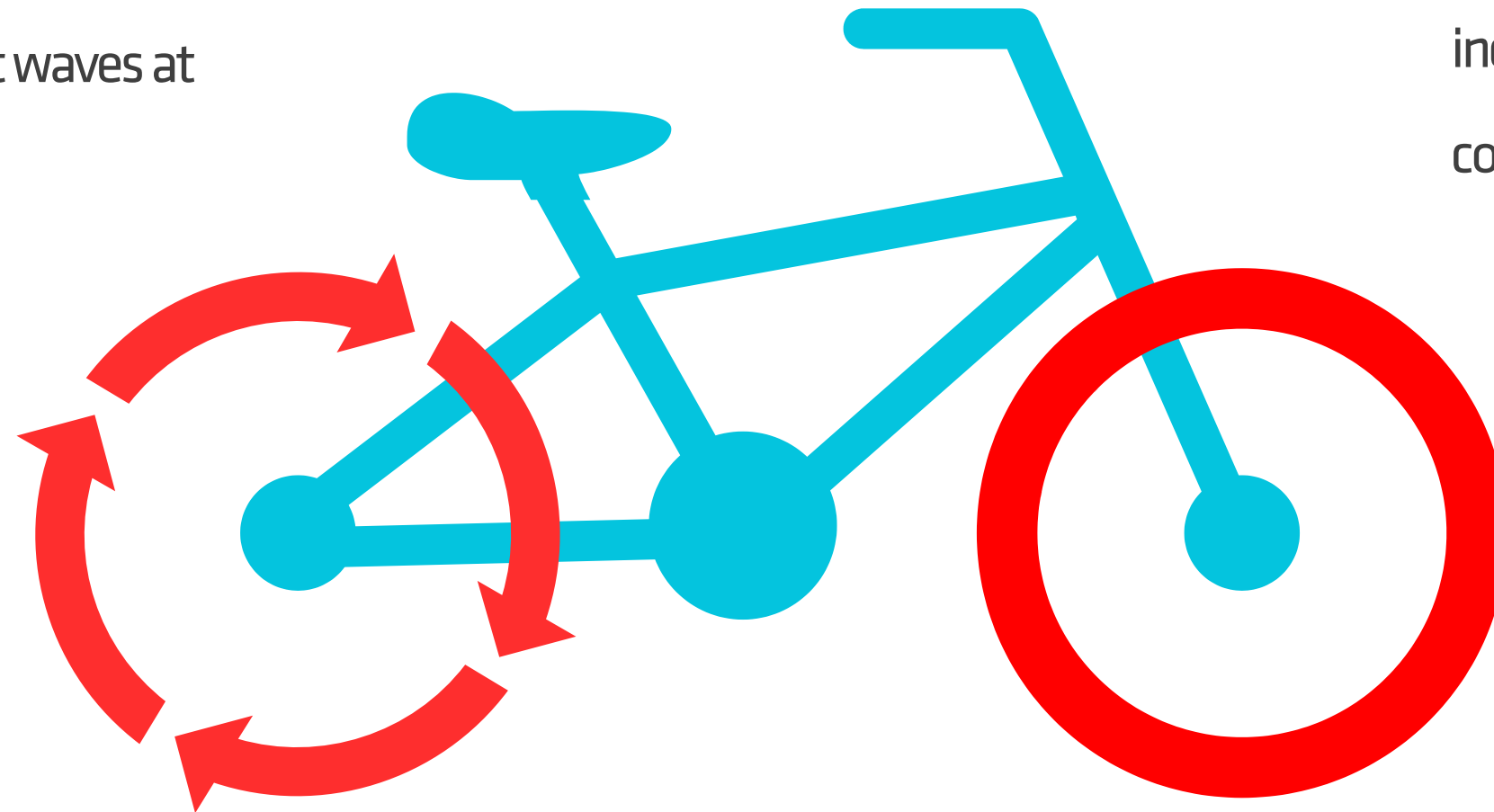
people will encounter extreme heat waves at least once every 20 years

**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



### 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

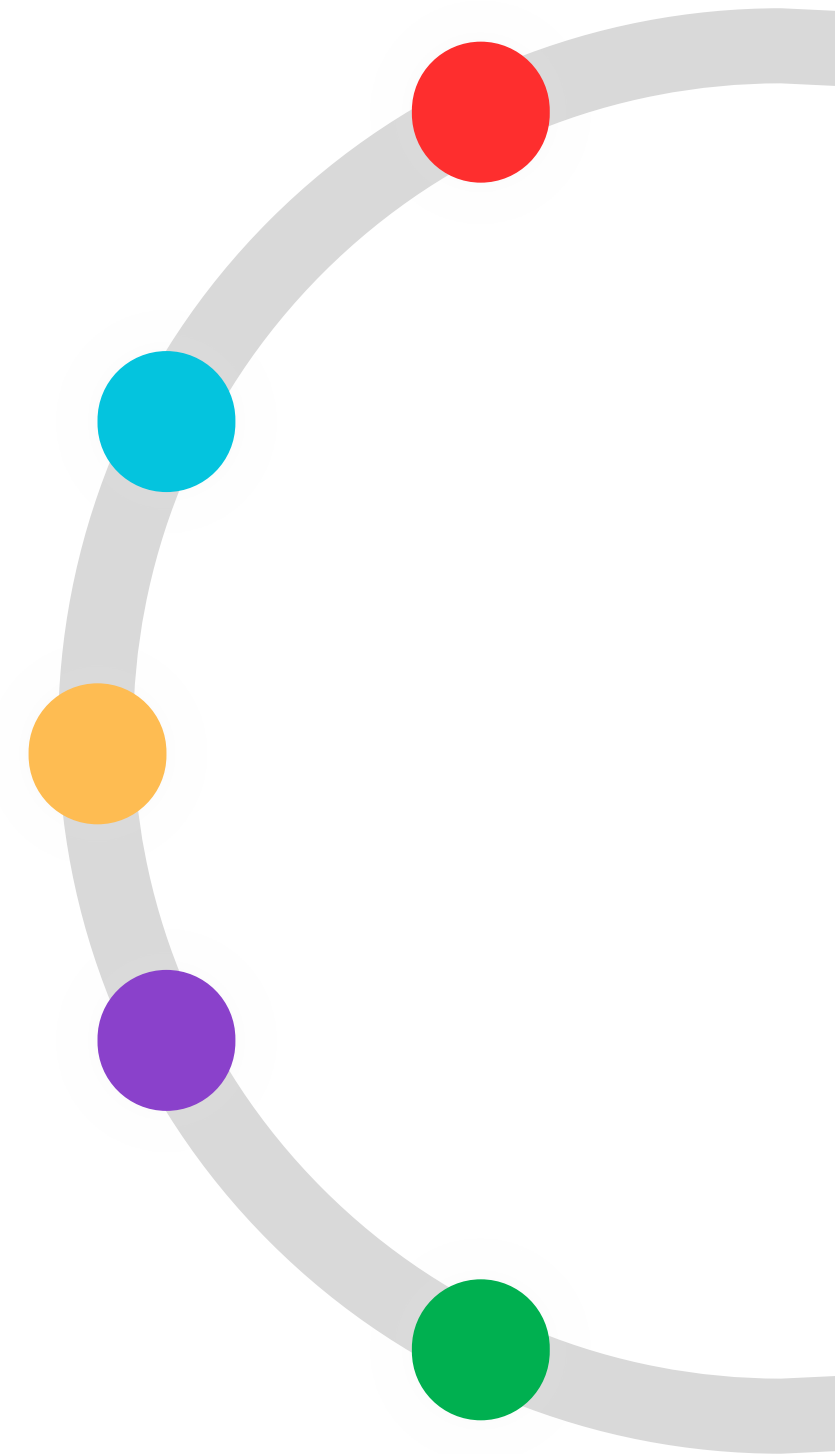
**A** Gen Z is the most diverse generation in history

**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



### 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 systemic discrimination, inequity, injustice and racism in all its forms, 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 peace builders and 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 all people, including vulnerable and marginalised communities, are treated with dignity and their voice is heard and acted upon.



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



# What's Next?



## CoLabs

Immediately after approval, the World Council delegates will go into an innovative CoLabs process to co-create and shape the implementation of Vision 2030.

5 July 2022

6 – 8 July 2022

April - July 2022



## World Council Approval

After receiving endorsement from the World YMCA's Executive Committee, the final version of Vision 2030 will be adopted at World Council on the 5 July.

## Reflection on alignment and pledging

Throughout the months leading to World Council the National Movements will be invited to reflect on how they can align to YMCA Vision 2030.

# 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.



# 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](https://ymca.int)

