



# **Vision 2030 Practical Guide for YMCAs**

## **Second Edition**

For internal YMCA use



**WORLD  
YMCA**



**VISION  
2030**

**Updated April 2025**



# Summary

1

Vision 2030 in a nutshell

2

How to engage with Vision 2030  
in your YMCA

3

Vision 2030 Implementation Support System

# The Vision 2030 plane is now flying



**Soheila Hayek**  
**President**



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

Dear friends,

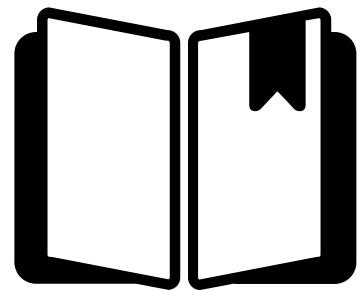
In July 2022 we made history together when we adopted YMCA Vision 2030 at the 20th YMCA World Council in Aarhus, Denmark. As our first ever collective global strategy, Vision 2030 sets us on a path of internal YMCA transformation, community empowerment and global advocacy. Ever since, we have witnessed inspiring journeys through which YMCAs all over the world embraced Vision 2030. Most inspiring is the enthusiasm that we notice globally whenever we speak about Vision 2030 during our visits or in global conversations,

We are happy to see that over **80 National YMCAs are already engaging with Vision 2030 or are in the process of doing so**. It is an outstanding number which shows the commitment and desire of our Movement to come together as one to increase our collective impact worldwide.

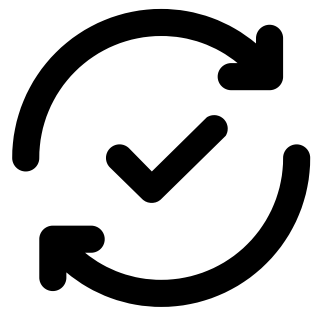
**In order to better support National and Local YMCAs in their process of engaging with YMCA Vision 2030 we have prepared this practical guide, which we hope will prove useful and provide relevant guidance for YMCAs at all levels.**

We thank everyone who contributed to this guide for their service to the Movement and for helping shape our collective journey towards greater collective impact as a Movement for building a world where – as our new and shared Mission Statement puts it – **everyone can thrive in body, mind and spirit**.

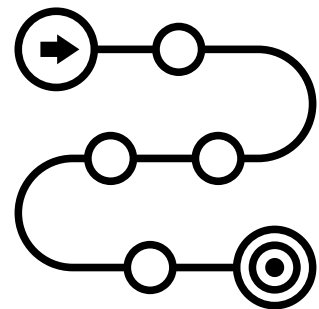
# Note on the Second Edition – What's new?



New chapter on the Vision 2030 Implementation Support System (Movement Support Functions, Pillar Frameworks etc.)



All chapters have been updated, streamlined and simplified



Step by step processes added, including Vision 2030 Layers of Engagement



Added much-requested information, such as SDG alignment, role distributions, ways to stay engaged and so much more

# **Chapter 1**

## **Vision 2030 in a nutshell**



# **In July 2022 at the 20th YMCA World Council we made history together and adopted YMCA Vision 2030**



Our first global collective strategy





## Note on the Vision 2030 versions

In the following pages you will find a simplified, shortened version of the core elements of YMCA Vision 2030. This version is an unofficial piece that aims to make communication about Vision 2030 easier in larger settings, where technical jargon is less important.

Please refer to the official version with the full text, which provides more detail and context, for when you need more technical detail and depth (for example, when preparing your next YMCA strategy). This is particularly important for the 12 Strategic Goals, as well as the extra elements of each Pillar (eg. “Our Belief”, “Our Pledge”).

You can find the full version [here](#).





# VISION 2030 in a nutshell

## Our Collective Vision

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

## Our 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

To achieve our mission we will focus on 4 thematic areas and work towards 12 Strategic Goals.

**Community  
Wellbeing**

**Meaningful  
Work**

**Sustainable  
Planet**

**Just World**

**12 Strategic Goals**

(3 per Pillar)



# Through the 12 Strategic Goals we pursue

## Internal YMCA transformation →

Doing it ourselves first – "practice what you preach", ensuring the YMCA becomes a champion of all 4 Pillars of Impact

## Community Empowerment →

Empowering young people and communities based on local needs around the 4 Pillars of Impact

## Global Advocacy →

Championing voices of young people and communities at all levels



## Pillar 1

# Community Wellbeing Belief and Pledge



### Our 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.





## Pillar 1

# Community Wellbeing Goals Summary



Internal

### **Prioritise staff and volunteers' wellbeing**

Change policies, procedures and practices to create an internal culture where mental health is truly supported.



Community

### **Build "body, mind and spirit" safe spaces**

Create programmes which support the harmonious development of young people and communities when it comes to their physical, spiritual and mental health.



Advocacy

### **Keep young people safe from harm**

Champion improved policies and practices that keep children and young people safe from harm, abuse and neglect.



## Pillar 2

# Meaningful Work Belief and Pledge



### Our 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.





## Pillar 2

# Meaningful Work Goals Summary



Internal

### **Offer meaningful employment and lifelong learning opportunities to YMCA staff**

Ensure that the YMCA builds an internal culture where meaningful work and lifelong opportunities exist for all.



Community

### **Help young people and communities be better prepared for the Future of Work**

Develop programmes that offer education, upskilling, employment and entrepreneurship opportunities which increase readiness for the Future of Work.



Advocacy

### **Advocate for decent and meaningful work**

Amplify the voices of young people and communities to advocate for policies promoting decent, flexible and meaningful work for all.



## Pillar 3

# Sustainable Planet Belief and Pledge



## Our 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.





## Pillar 3

# Sustainable Planet Goals Summary



Internal

### Make YMCAs climate-neutral

Actively work towards ensuring that collectively we become a Green, sustainable Movement.



Community

### Champion environmental responsibility

Integrate climate education components in all YMCA programmes and encourage our beneficiaries to practise and champion environmental responsibility.



Advocacy

### Advocate for inclusive climate policies

Ensure that no one is left behind as we transition to a Green Economy.



## Pillar 4

# Just World Belief and Pledge



### Our 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.





## Pillar 4

# Just World Goals Summary



Internal

### **Make YMCA a truly diverse, equitable and inclusive Movement**

Adapt internal policies and practices to ensure that the YMCA is a safe space for all.



Community

### **Empower young people to become peace builders and transformative activists**

Train young people to become advocates for diversity, equity, inclusion and social change worldwide.



Advocacy

### **Advocate to ensure everyone is treated with dignity**

Amplify voices of young people and communities to ensure that all people, especially marginalised communities, are treated with dignity and all voices are heard and acted upon.



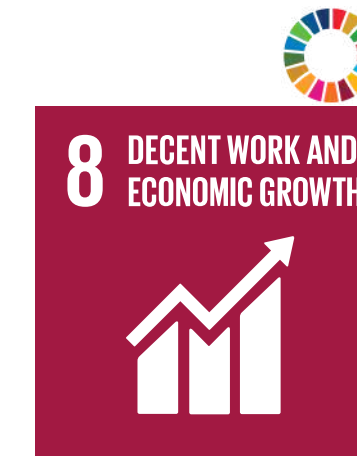
## Pillar 1

### Community Wellbeing



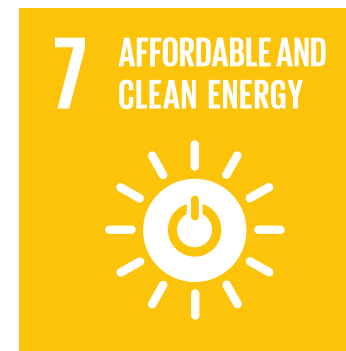
## Pillar 2

### Meaningful Work



## Pillar 3

### A Sustainable Planet



## Pillar 4

### A Just World





# Towards a Vision 2030 Theory of Change



We pursue internal YMCA transformation inside each YMCA and at a Movement level

Systemic change that promotes living in harmony with self, with society and with creation

in order to better

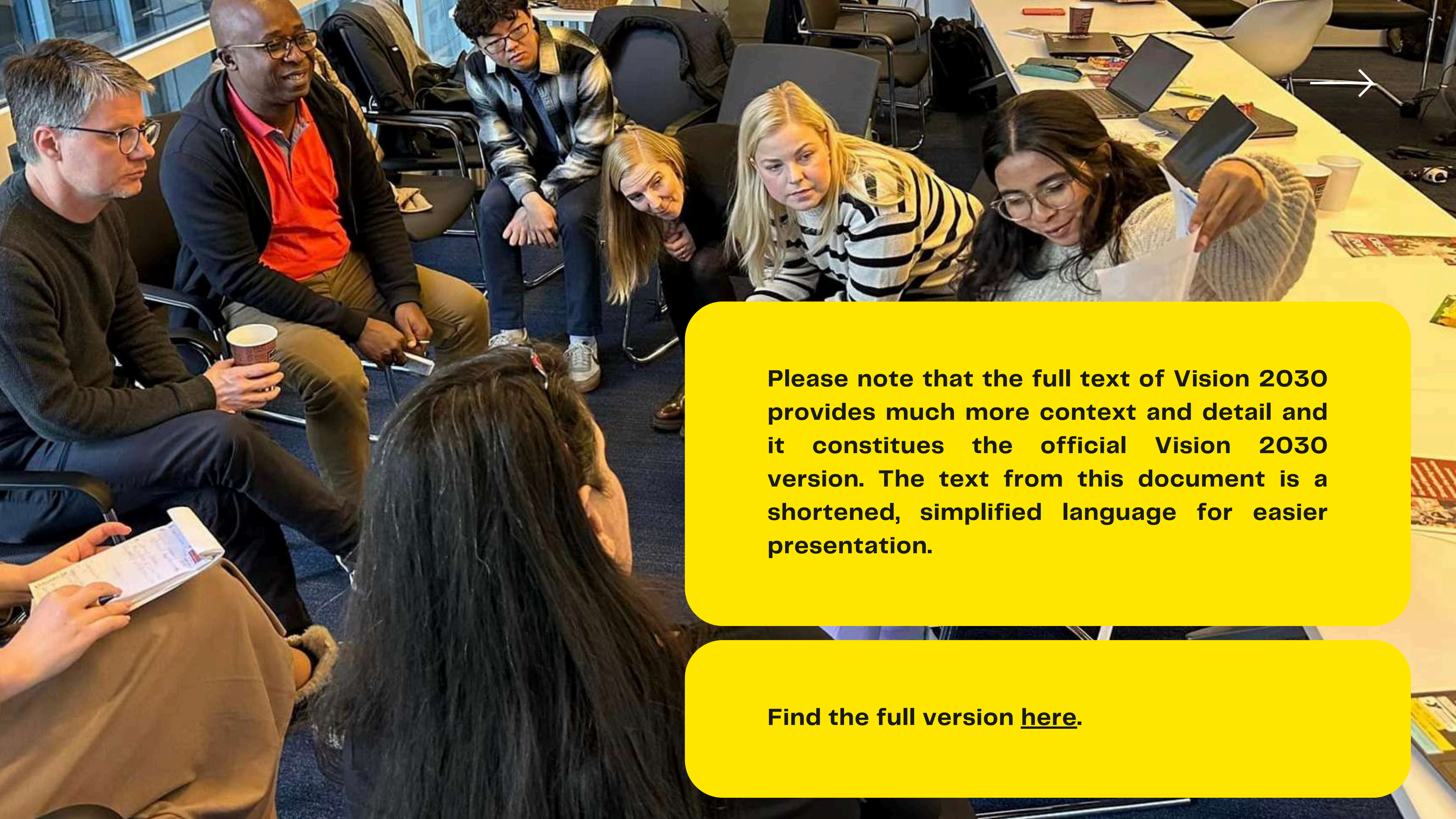
Empower young people and communities worldwide

so that

Young people and communities lead change to build a world where everyone can thrive in body, mind and spirit

which leads to





**Please note that the full text of Vision 2030 provides much more context and detail and it constitutes the official Vision 2030 version. The text from this document is a shortened, simplified language for easier presentation.**

**Find the full version [here](#).**



# **Chapter 2**

## **How to engage with Vision 2030 in your YMCA**



# Key Elements



## **Your YMCA's Vision 2030 Journey.**

How might a typical Vision 2030 journey look like your for YMCA?  
What would be the key steps to implement Vision 2030?



## **Levels of Engagement with the Vision 2030 Goals**

How can your YMCA approach and engage with the 12 Strategic Goals of Vision 2030?



## **Roles of World, Area, National and Local YMCAs**

What are the roles that each YMCA level can play when it comes to Vision 2030?



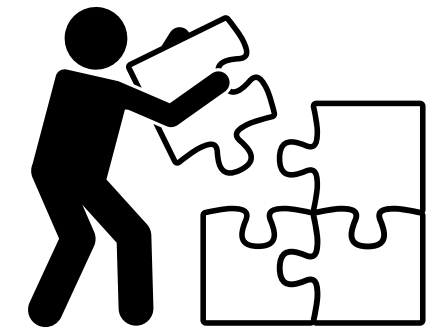
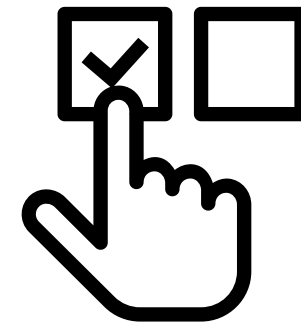
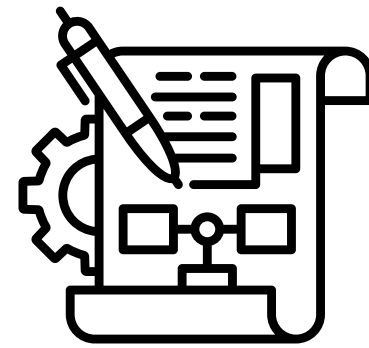
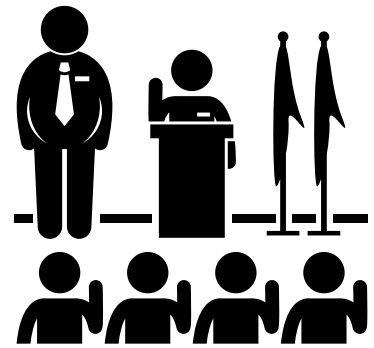
# How might a typical Vision 2030 journey look like for YMCAs?





# Example

## Strategy Level



At your General Assembly it is decided that your YMCA will bring its contribution to Vision 2030

**Commitment**

Following the GA's decision, your Board now prepares a process to update your YMCA's Strategy and Operational Plan

**Strategic Planning**

During the strategic planning process your YMCA decides which Vision 2030 Pillars and Goals you want to work towards

**Choosing the Pillars and Goals**

Your YMCA adopts its new strategy and operational plan, which is now aligned with YMCA Vision 2030

**Adoption of new strategy**

You now implement your new strategy and automatically work towards Vision 2030

**Implementation**



# Implications for your YMCA strategy

As you consider how you'll align your strategic plans with Vision 2030, here are some **example approaches** to assist you:

1

or

2

or

3

**Adapt your existing YMCA strategy to reflect Vision 2030**

**What does this approach mean?**

If you choose this approach, you would make changes to the strategy that you already have, making adaptations as you see fit (including a possible addendum to the existing strategy). This can be a good approach especially if your existing strategy is valid for at least 2 more years.

**Adopt a temporary alignment strategy (or simply pledge to align in the future) until the time comes for your next YMCA strategy to be drafted, at which point you will incorporate Vision 2030 in it**

**What does this approach mean?**

If your YMCA's strategic planning process has been completed for the next financial year, you can start exploring the options and simply pledge to activate Vision 2030 in the future, integrating it when your next strategy cycle comes. Alternatively, you can adopt a temporary strategy in the meantime.

**Create a new strategy now/in the near future for your YMCA to incorporate YMCA Vision 2030 (partially or in full)**

**What does this approach mean?**

If your YMCA chooses this option, you would kickstart a new strategy development process now or in the near future, integrating Vision 2030 from the beginning. This is a good option if your organizational strategy is expiring in the near future.



# Local / National YMCAs

## Layers of Engagement with YMCA Vision 2030

**At operational/project level**

**How can you connect what your YMCA does (or plans to do) with Vision 2030?**

**1**

**Integrate what your YMCA is already doing under the Vision 2030 framework**

**Example:**

YMCA Wonderland runs an afterschool programme which is already a very successful initiative. It now fits this under the Community Wellbeing, Goal 2 framework in its strategy. There are no changes needed.

**2**

**Initiate new projects that align with YMCA Vision 2030**

**Example:**

YMCA Wonderland wants to invest more in Community Wellbeing and initiates a new programme that proactively responds to Goal 2, based on local needs.

**3**

**Initiate or get involved in innovative, complex cross-border programmes that align with Vision 2030**

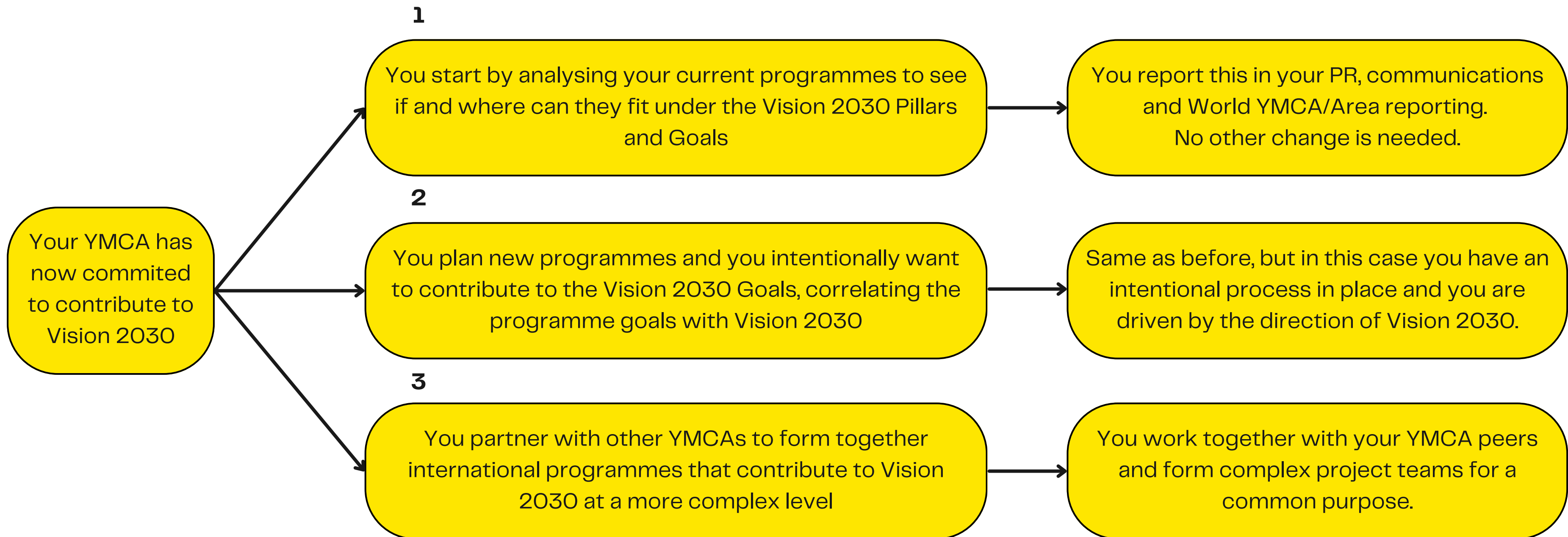
**Example:**

YMCA Wonderland joins a new proposal together with another 7 YMCAs from around the world, with funding from Microsoft, to launch holistic wellbeing community centres.



# Example

## Operational Level



**You can choose to do only 1, 2 or all 3 of the above. There is no “correct” or “wrong” approach, each YMCA is unique and responds to Vision 2030 based on its own needs.**



# Roles in Vision 2030 implementation

**Local YMCAs**



**Implements the  
Vision 2030 Goals in  
their YMCA**

**Reports to National YMCA  
on their Vision 2030  
progress and needs**

**National YMCAs**



**Implements the  
Vision 2030 Goals in  
their YMCA**

**Reports to World/Areas  
on the national status  
around Vision 2030**

**Support Local YMCAs  
with their Vision 2030  
journey**

**Coordinate Movement  
Strengthening efforts at  
national level**

**Area Alliances**



**Implements the  
Vision 2030 Goals in  
their YMCA**

**Collects data from all YMCAs globally on the activation  
and implementation of Vision 2030  
and publishes regular reports**

**Support National YMCAs  
with their Vision 2030  
journey**

**Offers Movement  
Strengthening support to  
National YMCAs**

**Build critical global coordination infrastructure to better  
serve Local and National YMCAs through the Movement  
Support Functions (more details in a few pages)**

**World YMCA**



**Implements the  
Vision 2030 Goals in  
their YMCA**

**Acts as global convener  
and facilitator to enable  
Vision 2030 support**

**Coordinates the global  
YMCA Movement  
Strengthening system**





# Activating Vision 2030 Components



# What about the: **Vision and Mission**

## **Vision 2030 Element**

YMCA Collective Vision and Mission

## **Activation Question**

How will the YMCA Collective Vision and Collective Mission be reflected in your own YMCA, based on your own context?

## **How can it apply in your context?**

### **Option 1**

Adopting the YMCA Collective Vision / Mission as your YMCA's Vision or Mission, partially or in full (eg. just the Vision or just the Mission; or making adaptations to the text based on your own needs). Basically, the Vision 2030 Collective Mission becomes your YMCA's Mission.

### **Option 2**

Adding the YMCA Collective Vision/Mission as a complement to your own YMCA's Vision/Mission Statement, referencing it as the connection to the global Movement (eg. you can use them in parallel as the "global vision" and your YMCA's vision).

### **Option 3**

Adding a reference to the collective Vision and Mission, viewing it as an "external" element (eg. adding a link on the website to the World YMCA webpage where more information can be found).

The above should be taken as only ideas for potential options, without any being considered as recommendations, as each YMCA is unique and has its own context and needs.



# What about the: **Pillars of Impact**

## **Vision 2030 Element**

Pillars of Impact  
(Community Wellbeing, Meaningful Work,  
Sustainable Planet, Just World)

## **Activation Question**

Which Vision 2030 Pillars are relevant for your YMCA, now and in the future?  
Which Pillars do you want to work towards?

## **How can it apply in your context?**

### **Option 1**

Identifying which Pillars reflect the work you are already doing in your YMCA and making either only small adaptations and alignments in terms of communication and operations or none at all.

This could be considered a more passive approach, where you would seek to integrate/align the work that is already happening to the global Vision 2030 framework, with minimal or no changes in your activities.

### **Option 2**

Choosing one, two, three or even all four Pillars of Impact as your YMCA's main strategic directions / areas of intervention. This would imply at later stages a re-alignment of your operational activities to reflect this change/adjustment.

This could be considered a more active approach, where you would make major changes to your operations, even if only adding 1 Pillar in your strategic areas of intervention (or more than 1).

### **Option 3**

A combination of options 1 and 2, where you could for example choose 1 Pillar that would be new (or relatively new) to your YMCA to be added, while for others you choose to frame what you are already doing.

Given the long time frame, you can also start with one option and then make changes in the future.



# Note on the Pillars of Impact

**For the Pillars of Impact there are also teams being formed at the global level with the involvement of National and Local YMCAs, which are creating strategic guidelines and implementation guides for YMCAs working on each of the Pillars. We recommend that you follow the work of the groups (or even get yourself involved) to be up to date with the latest developments.**





# What about the: **Strategic Goals**

## **Vision 2030 Element**

Strategic Goals  
(3 for each Pillar, 12 in total)

## **Activation Question**

Which Vision 2030 Strategic Goals are relevant for your YMCA, now and in the future, and which are you pledging to work towards?

**How can it apply in your context?**

## **Option 1**

Choosing a number of Strategic Goals that your YMCA wishes to pursue, integrating them in your YMCA's strategy and operational plan. It can be 1 or all 12.

## **Option 2**

Identifying which goals that you already have contribute to the Vision 2030 goals and framing your implementation as part of your Vision 2030 contribution.

Or a combination of 1 and 2

## **Important Note**

The Vision 2030 Strategic Goals are broad strategic directions, in order to allow each YMCA to build its own specific targets/sub-goals. For example, your YMCA may wish to pledge towards Goal 3.1 (Pillar 3, Goal 1), which is to become a climate-neutral YMCA. In your own YMCA strategy your goal for 2025 might be to become a Zero Waste or Plastic-free YMCA, which would contribute to the strategic direction. While keeping the same direction, your goal for 2027 might be to reduce your carbon emissions by 50%, and so on.

You can view the Strategic Goals as your YMCA's ambition for 2030, while building smaller goals which contribute to that ambition incrementally until 2030 and beyond.



# What about: **Branding**

## **Vision 2030 Element**

Branding

## **Activation Question**

Will you integrate Vision 2030 branding in your communications and if so, how?

## **How can it apply in your context?**

### **About the branding**

A brand kit has been created for Vision 2030 which we hope will inspire YMCAs all around the world. Vision 2030 can be seen as complementary and as a sub-brand to existing YMCA brands that you use. It is a global collective YMCA brand and it is meant to become a symbol of unity towards our collective vision and mission.

You can feel free to make adaptations to the branding as long as you do not change the fundamental elements (e.g. use only the white version, change the colours to adapt to your own branding etc.).

### **Examples of Use**

1. Adding the Vision 2030 logo (or parts of it) as complementary to your own YMCA's logo, to be used where it is relevant.
2. Adding the Vision 2030 identity as a separate element on your website, as a sub-brand (i.e like you would use the logo of a strategic partner or a funder).
3. Using or integrating specific Vision 2030 visual identity elements in various materials, where relevant.

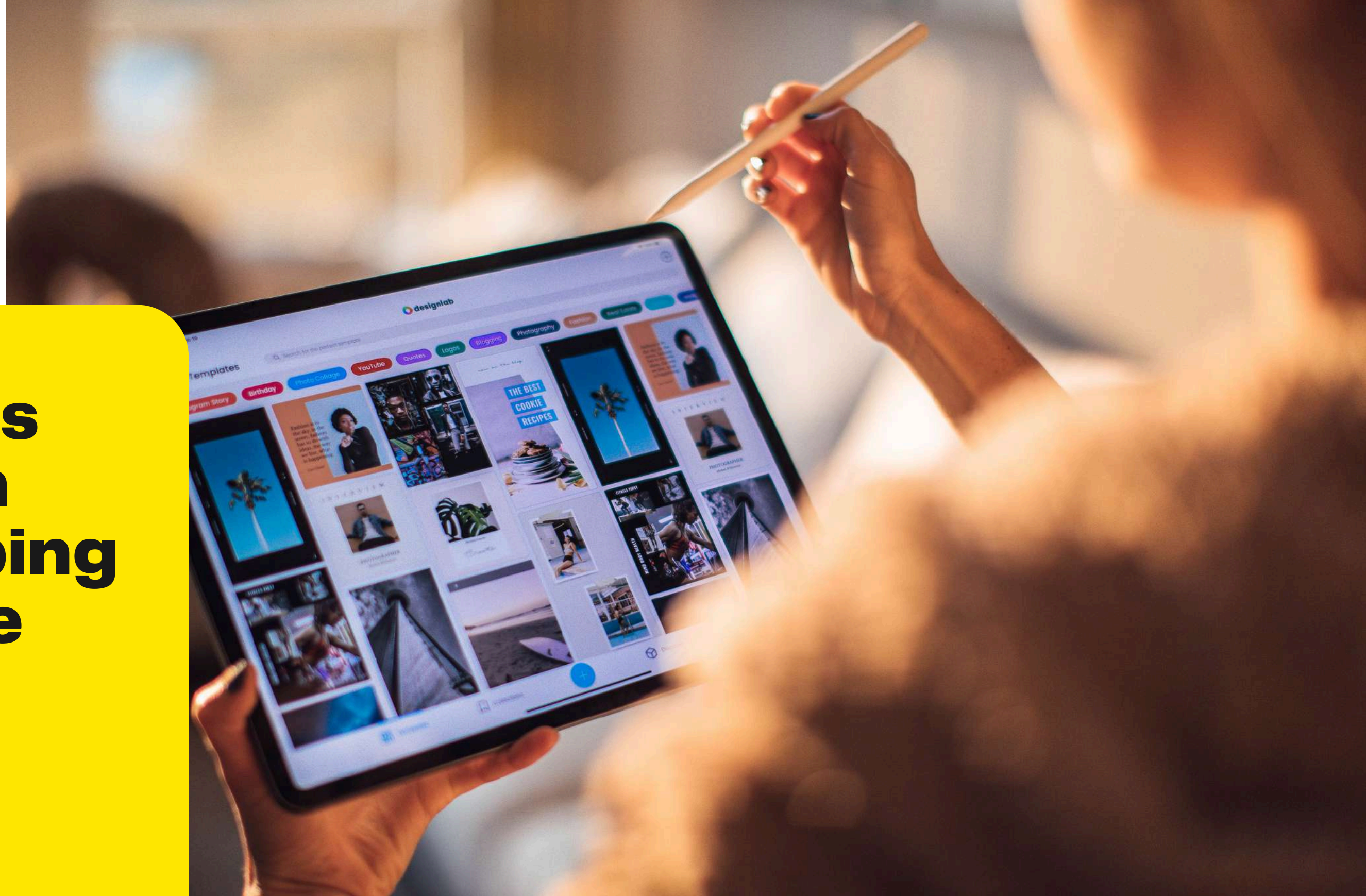
[\*\*Download Vision 2030 Branding Guidelines\*\*](#)



# **World YMCA is conducting an ongoing mapping process on the Vision 2030 activation process**

GET IN TOUCH WITH YOUR NATIONAL YMCA TO FIND OUT MORE INFORMATION

IF YOU ARE A NATIONAL YMCA, MAKE SURE YOU UPDATE YOUR INFORMATION AS NEEDED IN THE SURVEY FORM



**A Vision 2030 Activation Report is published yearly or twice a year – visit the World YMCA website for the latest reports**



**Young people and beneficiaries of your YMCA should be an integral part in this whole process at each step along the way. A meaningful youth engagement, including in decision-making processes, will help enrich your YMCA and bring more unique perspectives on the table.**





# **Chapter 3**

## **Vision 2030 Implementation Support System**





# We are testing an ecosystem approach

Moving away from traditional working methods, we are testing an ecosystem approach where all interested YMCA actors and even external partners come together to bring ideas, resources and expertise for collectively increasing the impact of our Movement worldwide under the Vision 2030 framework.



## Examples of using the ecosystem approach



All Vision 2030 strategies and frameworks were / are created based on co-design workshops where representatives from all around the Movement are present.



There is now a Movement Strengthening Global Team working together to coordinate MS efforts across the Movement. This team is formed by World YMCA, all Area Alliances and 7 National YMCAs (engaged in MS work) staff.



The Meaningful Work Pillar was championed by YMCA Australia with Deloitte Australia as an Innovation Partner, while the Learning, Innovation and Impact work is championed by YMCA England&Wales. The champions offer logistical, fundraising and relational support for the work of that project.





**So how are we putting in practice the ecosystem approach?**

**Discover 2 key concepts to better understand how the Vision 2030 support framework is being structured!**

**Movement Support Functions**



World YMCA, the 4 Area Alliances and National YMCAs are aiming to align their operations to build important infrastructure that can help our Movement become stronger and increase its impact.

Discover more in the next pages.

**Pillars of Impact Innovation Framework**

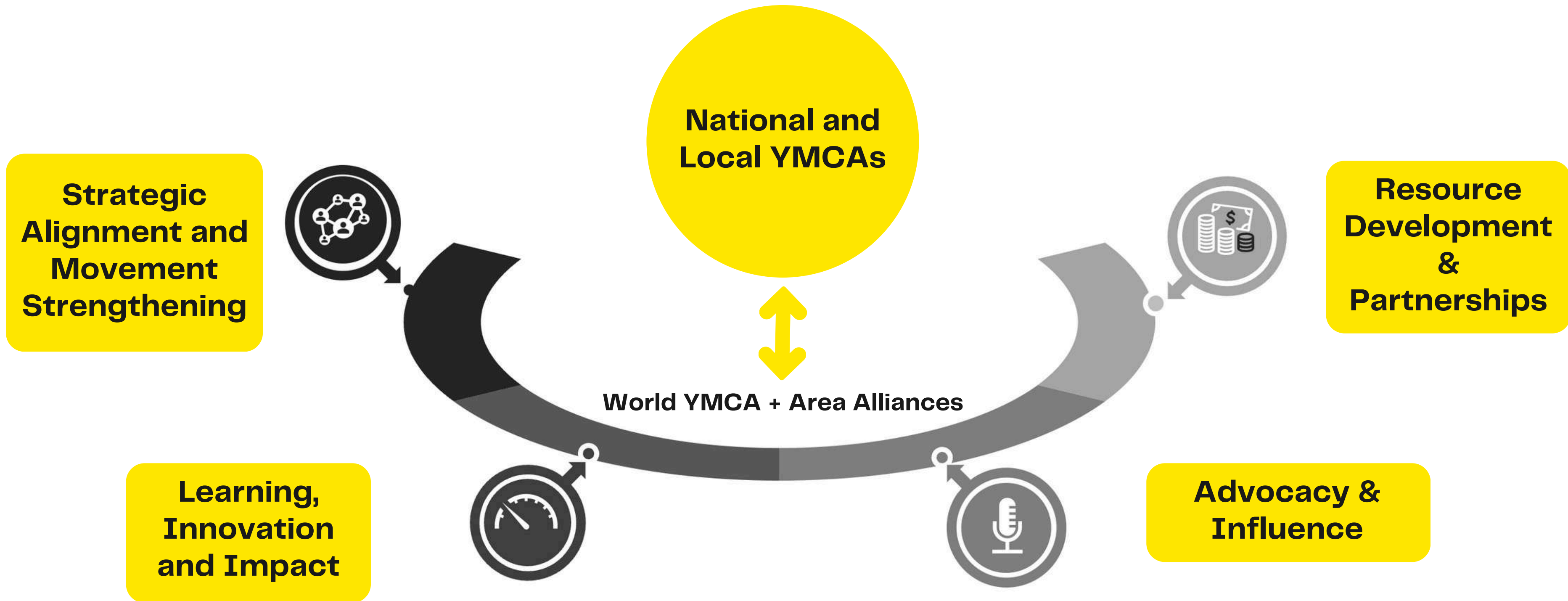


To support our Movement to drive systemic change around the 4 Vision 2030 Pillars of Impact, we are creating a dedicated framework for each Pillar.

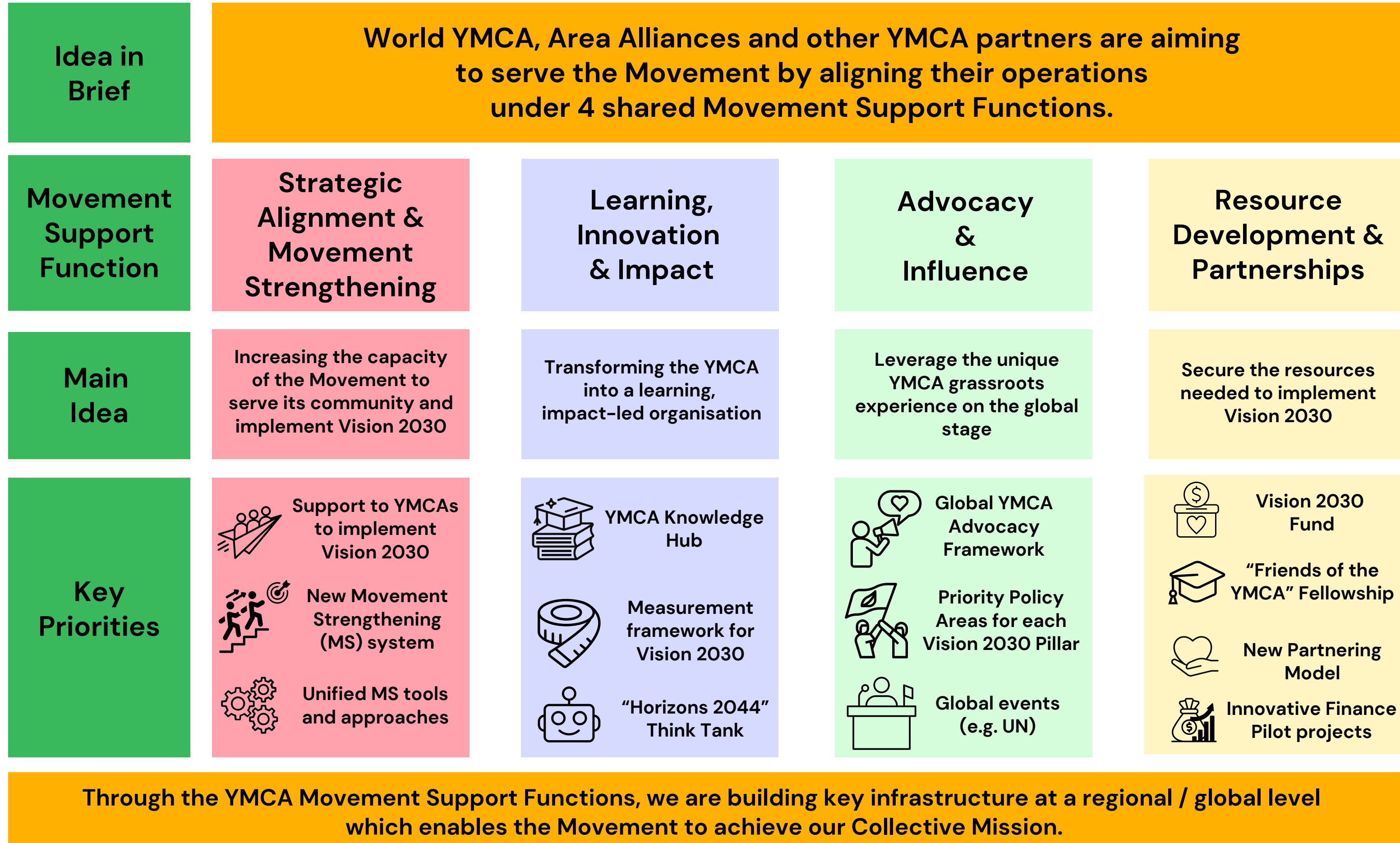
Discover more in the next pages.



# Movement Support Functions











## What about the Pillars of Impact?

For the 4 Vision 2030 Pillars of Impact we are launching a process aimed to better understand where we are now, where we should be, and how we can collectively get there.

We are aiming to have an Innovation Partner for each Pillar to help us in this process. So far, Meaningful Work is supported by Deloitte Australia, while Sustainable Planet is supported by Ernst&Young Australia.

Read next page to discover the framework.







Community  
Wellbeing



Meaningful  
Work



Sustainable  
Planet



Just  
World

Idea in  
brief

We are collectively developing a framework  
to drive systemic change in communities worldwide  
across the 4 Pillars of Impact of YMCA Vision 2030.

Phases of  
Work


**1**  
**State of Play**



*What are we doing now on  
the Pillars?*



**2**  
**Case for Change**



*What are the needs?*



**3**  
**Pillar Strategy**



*What should we do  
differently?*




**4**  
**Implement**




*How will we make it  
happen?*

What will  
happen?

Mapping of  
existing YMCA  
programmes



Analysing current  
impact and  
resources



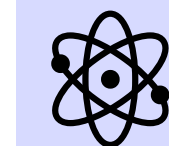
Engaging external  
partners




Analysing trends,  
research, what  
young people are  
saying




Develop "Theory  
of Change"



Define Pillar  
Strategy and  
recommendations




Develop MERL\*  
Framework for  
each Pillar



\*Measurement, Evaluation, Research, Learning

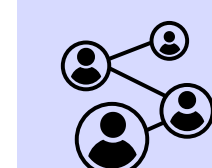
Build Action Plan



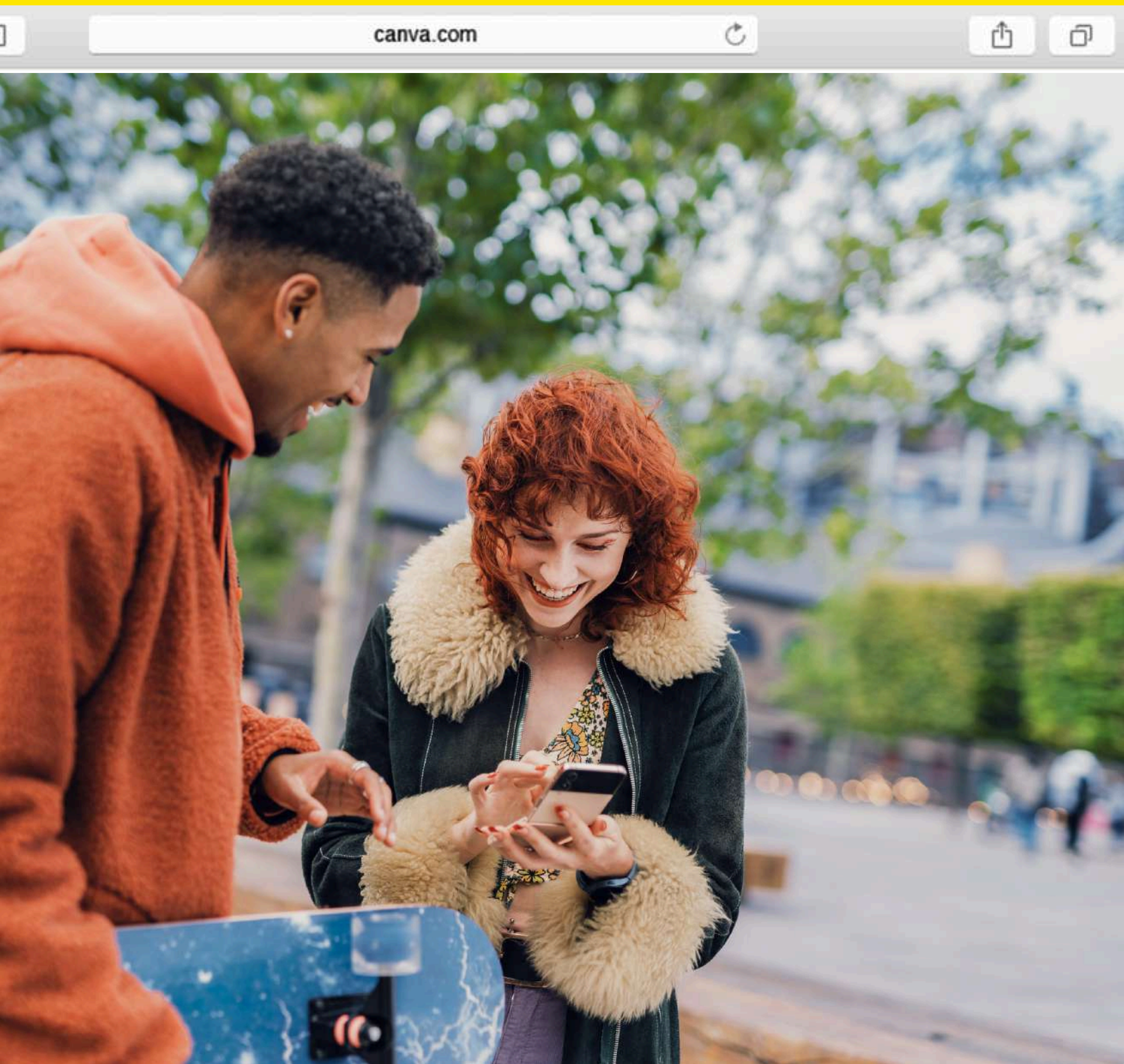
Develop  
prototypes for  
flagship  
programmes



Connect YMCAs  
based on joint  
interests







## Communication channels

# How to stay updated



Sign up to the World YMCA newsletter to stay up to date



Follow World YMCA on Facebook, Instagram, LinkedIn, YouTube



Check out the Vision 2030 pages on the World YMCA website



Join online webinars and meetings when they take place



Volunteer in the existing global Vision 2030 teams






















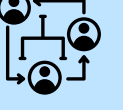



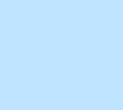

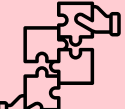







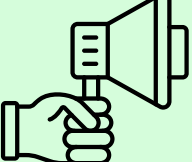




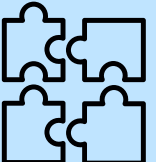




BONUS: WHAT IS WORLD YMCA  
WORKING ON?

# World YMCA Operational Plan 2023 – 2026

ON 1 PAGE





Ambition	Connect the Movement to turn YMCA Vision 2030 into reality and enable the YMCA to provide innovative solutions to the challenges of the decade.				
Priority Areas	Strategic Alignment & Movement Strengthening	Learning, Innovation & Impact	Advocacy & Influence	Resource Development & Partnerships	World YMCA Operations
Strategic Priorities	 Support to YMCAs to implement Vision 2030  4 new Movement Support Functions  New Movement Strengthening (MS) system  Global YMCA Meetings	 YMCA Knowledge Hub  4 Vision 2030 Pillar Innovation Teams  Measurement framework for Vision 2030  "Horizons 2044" Think Tank	 Global YMCA Advocacy Framework  Global networks leverage  YMCA Change Agents  Priority Policy Areas for each Vision 2030 Pillar	 Vision 2030 Fund  "Friends of the YMCA" Fellowship  New Partnering Model  Innovative Finance Pilot projects	 Stronger Governance  Secretariat structure aligned to strategy  Communications enhancement  Trademark protection  Archive digitalisation  Carbon audit and emissions reductions
Outcomes	 >80% of YMCAs working towards Vision 2030 goals  World YMCA and Areas are better coordinated to serve YMCAs  YMCAs benefit from a lean, well-coordinated MS system  Global events increase Movement cohesion	 YMCAs across all 4 Pillars are connected  Vision 2030 is measurable and impact-led  YMCAs actively learning and sharing knowledge  Strategic foresight integrated at international YMCA level	 YMCA is a strong player on the global civil society stage  YMCA young people have meaningful pathways to engage globally	 YMCA becomes a partner of choice on youth issues  YMCA friends and alumni are meaningfully engaged  Required resources for Vision 2030 secured  YMCAs leverage Innovative Finance	 World YMCA Secretariat is fit-for-purpose and better serves the needs of the Movement internally and externally
Enablers	 Financial Investment  Radical Collaboration  Internal culture shifts  Inclusive Co-Creation				





**WORLD  
YMCA**



**VISION  
2030**

# Thank you



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