

YMCA CHRISTCHURCH 2021



Investing in the Next Generation
Reanga mō muri hāpaitia





From the YMCA Board of Trustees

James Stewart (President)

As for undoubtedly every organisation, this last year has been one of significant upheaval for the Christchurch YMCA across every aspect of our operations.

From the impact of restricted travel on our accommodation offering and international volunteers, to revised operating procedures being required across our early learning centre, indoor rock climbing facilities, 4C Centre,

Papa Hou, gyms, recreation centre and school camps, very little has been left unchanged.

However, out of tragedy has come incredible opportunity. The government's support of our central city site's masterplan through their Shovel Ready Fund has provided us the ability to reposition the YMCA for our post-Covid future, and ensure we stay relevant and able to invest in the next generation for the next 159 years. It is incredibly exciting to see the designs for these buildings progress and to imagine the impact that these spaces will be able to have on the lives of

those who need it most.

On behalf of the Board of Trustees I wish to thank all of our amazing members, guests and clients who have continued to support the vision of the YMCA with their patronage across our sites. Our gratitude also extends to our many, many volunteers who have continued to give their time amidst the challenges and uncertainty in their own lives. To our amazing team, led by our incredible CEO, who all dug deep, pivoted and sacrificed so much to ensure the YMCA remained operable during the hardest month, our sincerest thanks go out

to you. Finally, a special thanks to my board colleagues who donate their time and endless wisdom as we hold the mantle of kaitiakitanga for the YMCA, it is a responsibility none of us take lightly and we all hold it as an honour to serve the people of Christchurch in this way.

This next year will, of course, also be one of uncertainty but the resilience and tenacity that the YMCA family have shown over the last 12 months provides me with great comfort that we will continue to invest in the next generation for many years to come.

Nga mihi nui.



From the Chief Executive Officer

Josie Ogden Schroeder

A lot of things were learned and achieved in 2020 which has put the YMCA on an exciting path of progress and development. This path will future proof our programmes and services, our relevance in our community, and our ability to deliver in innovative ways for the next century. We are enormously excited about the future and the impact we can have on society in general.

Organisations of course do not create impact on their own – they make them by carefully forging relationships that are win-win with others, and collectively seeking out ways to exponentially increase the overall benefits that decisions and choices unlock. In the context of a not for profit, it is

even more critical that we work with others – with resources generally thin on the ground, it is important to have champions, partners and collaborators. I have a sense that the YMCA is bringing along with us an army of people who want to help make a difference to the way our society supports one another.

Of course we've had our vulnerability highlighted in the past year. The way that Covid has impacted the entire globe has been devastating and deeply unsettling for humanity: we all worry for the future and this 'threat' leaves us unable to plan ahead. Therefore we must be able to adapt on the fly – not something that is easy for families, let alone large organisations. Everyone copes differently, so it is no surprise that when an entire population is having to adapt there

are vast differences about how this lands. It is also a reminder that if an organisation can foster systems, processes and a culture amongst it's people that change is 'ok' and adaptability represents progress (rather than a threat) – then that organisation will be more resilient over time.

In Christchurch we also remembered ten years since the first large earthquake in 2010, and the more devastating quakes in 2011. It seems odd perhaps to those who were not living in Christchurch at that time that this event is still such a fresh memory. Lockdowns and endless media attacks in relation to Covid brought these memories to the surface for many, a sort of mass-community triggering effect that

exaggerated, perhaps, the fear and anxiety that the pandemic caused. So, for an organisation that employs a lot of staff and provides important and very diverse services and programmes to hundreds of thousands of families, that runs a business model with minimal 'reserves' for a rainy day – the challenge of Covid was large. I am very grateful to the commitment and determination of our people, and for the loyalty of our participants. In particular our health & fitness members deserve a mention here – their understanding of our circumstances was heartening and profound.

He taonga rongonui te aroha ki te tangata. Goodwill towards others is a precious treasure.

www.ymcachch.org.nz



Financial Performance

Year Ended January 2021

The impact of Covid related restrictions on our operations, and the closure of our accommodation for refurbishment in the latter part of the year reduced our income overall compared to the previous year by \$2 million. Despite this we have done well. We have cut our cloth, adjusted how we operate, and found new ways of continuing to serve our community despite the significant challenges. We have also been the fortunate recipient of a 'shovel ready' grant and concessionary loan (\$21.5 million respectively, a total of \$43 million) which is going to set our YMCA up for the future – not just in terms of our built assets but also in terms of our relevance and significance in Christchurch as the city continues to reinvent itself post earthquakes. As an organisation we have had to change our operations particularly in terms of our staffing at our camp

at Wainui. The loss of international seasonal staff has been a loss to our large residential camp and we hope that one day we can welcome the diversity of experience and knowledge from other YMCA centres across the globe again.

Despite what has been a wild year with many uncertainties, our bottom line before depreciation finished on a reasonable \$305,399 – testament to the hard work of our staff and the loyalty of our thousands of participants.

The government's wage subsidy initiative was critical to our survival with subsidies received of just over \$1 million. We are likewise very grateful for philanthropic support from individuals and foundations, which was slightly down on 2020 but nevertheless a significant \$904,151.

Social Enterprise Income | \$8,774,752



- Programmes & Services
 - Donations
 - Other Income*
 - Shovel Ready Grant
- *wage subsidy, rent

Social Investment Costs | \$8,469,353



- Wages
 - Programmes & Services
 - Shovel Ready Build Costs
 - Depreciation
 - Operational Overheads*
- *interest, maintenance, insurance, power, etc

You can find our full accounts on our website:
www.ymcachch.org.nz/about-us/annual-reports/



Honesty, Respect, Responsibility, Caring
Te Whakapono, Whakanuia te Tangata, Te Kawenga Atu, Atawhaitia



Our Purpose

Socially Sustainable Service - investing in the next generation

As mentioned in the financial report, the YMCA in October signed a contract with Crown Infrastructure Partners of the NZ Government which is enabling us to significantly improve and build on our asset base. This is a game changer for our organisation as we have always struggled to invest in our capital assets due to tight cashflows and the difficult task of building up cash reserves. Arguably, over the past 20 or so years, our site at 12 Hereford Street has not been optimised from a revenue generation perspective. Profit the Y can generate directly dictates the level of social investment (programmes and services) we can provide the community.

The YMCA is a charitable trust but we operate on a social enterprise model. What this means is that some aspects of our work (specifically accommodation most of all) earn surplus income for us to then spend on enhancing programmes for people of Christchurch. It also enables us to keep our fees down (for example in Health & Fitness), to upgrade and improve our equipment, to honour and recognise our staff and so on. Without a surplus generating arm we would not be able to do a large proportion of what we do.

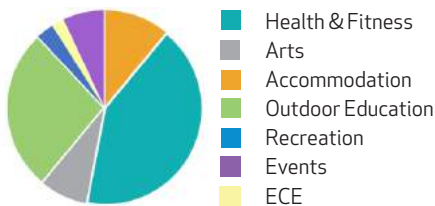
With the re-opening of accommodation in June 2021 we are excited to also be re-

branding in order to better tell this Robin Hood story. Hotel Give will be proudly YMCA operated and our customers will understand that their choice to stay at Hotel Give is a way of 'giving back' to our local community. We see this as an opportunity to tell our social enterprise story and to appeal to the socially conscious shopper who believes in investing in social causes, programmes and services – while still providing them a great night's sleep.

For more about our building project see www.ymcachch.org.nz/citysite/development/

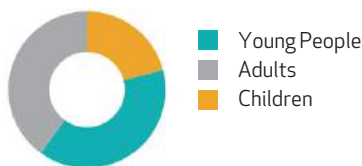
Total Participations

227,333 per annum



Total People

77,040 per annum



Key Funders



The J I Urquhart Charitable Trust

The Elizabeth Ball Charitable Trust

