



Saying Yes!

to Changing More Lives



Strategic Plan **2026-2029**

OUR VISION:

That all children and youth have a fair and equitable opportunity to thrive.

OUR MISSION:

To support children and youth from low-income households by providing programs that develop physical, social and emotional skills. We deliver year-round recreational and leadership programs at no cost with barriers to participation removed.



Letter from the Chair

Dear Christie Lake Kids Community

When we set off to build our new strategic plan, we knew that we were grounded in a long history, a culture of passionate commitment and a mission to say yes to more kids.

Our small but powerfully devoted team already uses their creativity, agility and expertise each year to give hundreds of children and youth from low-income households transformative recreation, sport and leadership programs year-round that equip them with the life skills needed to thrive at school, home and in the community at large.

The past five years have been both a challenge and a time of change. We brought on a new and talented executive director who shared our vision, navigated our way post-COVID and supported our dedicated and talented team to leverage the voices of those we serve in our planning and to prioritize equity, diversity and inclusion at every turn.

Now we turn to a new four-year strategic plan focused on saying yes -- to making sure that every child or youth from low-income households who wants to can be a Christie Lake Kid. Through

workshops, surveys and many community conversations, we understood that never saying no to kids means saying yes to more money, more visibility and better use of our capacity.

As we succeed in one area, we feed success in the next and so on. Increased profile and awareness help drive more stable revenue which in turn allows us to optimize and grow capacity. This strategic model makes us more resilient, better able to overcome challenges and take advantage of opportunities that ultimately put the children and youth we serve first. I am confident that with these strategic directions, we have secured an impactful future for this important Ottawa institution.

We are all stewards of this strategy, joint custodians ready to take up the challenge. We ask that everyone in the Christie Lake Kids community join us in taking up the challenge of saying yes to every child who wants to be a Christie Lake Kid.



Peter Melanson, Chair
Christie Lake Kids

Our Goal

Increase and Stabilize Our Revenue

Our goal is to stabilize and increase regular donor and sponsor revenue by 15% and raise 50% of the 10-year capital investment needed to maintain and enhance the camp.

- ✓ We will support, engage and recognize our valued donors and sponsors through a thoughtful and exciting donor stewardship and retention strategy.
- ✓ We will develop a robust sponsorship and naming program to engage Ottawa’s corporate and high-wealth community.
- ✓ We will develop a Campaign Cabinet to raise major gifts to ensure a transformative experience for new generations of children and youth.

Our Goal

Optimize Our Capacity

Our goal is to optimize our current capacity to ensure that as many children and youth from low-income households as possible experience the life-changing individual and generational impact of our high-quality programs.

- ✓ We will undertake quarterly formal reviews and capacity planning to optimize our programs, increase impact and ensure fit with mission and goals.
- ✓ We will enhance opportunities for all Ottawa low-income children and youth by improving awareness of Christie Lake Kids in low-income neighbourhoods across the city and by reducing or eliminating barriers to participation.
- ✓ We will ensure that as many kids as possible experience the life-changing impact of Christie Lake Kids by filling every STAR program to capacity.

Our Goal

Raise Awareness of Our Transformational Work in the Children and Youth Services Sector

Our goal is to raise our profile, increase awareness and communicate with our stakeholders and influencers to support our mission, our fundraising and our strategic priorities.

- ✓ We will ensure that our brand is communicating our unique value as a provider of transformational skill development programs for children and youth.
- ✓ We will invest in and optimize our digital communications to showcase our impact and the heartfelt stories of our children, youth, families, staff and community.
- ✓ We will seek and engage Brand Ambassadors to champion Christie Lake Kids to new audiences.



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