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VISION:
THE YMCA BELIEVES EVERY COMMUNITY
DESERVES A Y BECAUSE THE Y CREATES
OPPORTUNITIES FOR PEOPLE TO
CONNECT TO THEIR COMMUNITIES AND
LIVE HAPPIER, HEALTHIER LIVES.

WHAT WE STAND FOR:

Family: The Y is dedicated to bringing families together, providing a 'third place' away from the pressures of work and home where they can connect and be active together.

Healthy Living: The Y has a direct impact on the health of individuals, families and communities through diverse programs spanning Community Recreation, Children's Services and Camping.

Developing Young People: The Y is passionate about developing Australia's future leaders and invests heavily in programs and services which assist young people in reaching their potential.

Those Less Fortunate: The Y believes that participation in any of its programs and services should not be restricted to the financially privileged and through its Fee Assistance initiative, no person willing but unable to pay will be denied access. As a charity, the Y also runs a number of benevolent programs which are designed to have a positive impact on disadvantaged groups within the community.

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CEO AND PRESIDENT'S REPORT

The past year has been another truly exciting and challenging one for the YMCA of Sydney and we are pleased to share our annual reflections highlighting the achievements of our dynamic organisation.

In line with the launch of our five-year Strategic Plan, we are happy to report that 2011 was a year of growth, development and expansion of our facilities, programs and staff in Sydney and greater NSW.

2011 was a significant year for the Y for many reasons. From a brand point of view, we strengthened our focus and emphasis on family and provided clarity around what we stand for as an organisation – Family, Healthy Living, Developing Young People and Those Less Fortunate. We saw many centres successfully promote the benefits of Family Memberships and we continued to seek opportunities to serve those less fortunate in our communities. This is an ongoing commitment for the Y as we attempt to be more visible and active as a charity within the communities we serve.

On the topic of charity, the Y also launched its first ever national fundraiser, the YMCA Swimathon, in December, with the event set to take place in March 2012. This event is an important milestone for the Y nationally as we strengthen our position as a charity and promote the size and scale of our organisation across Australia.

A number of centre redevelopments were completed during 2011 and new contracts won.

The Y enjoyed continued growth at our newly-renovated centres in Caringbah, Bankstown and Broken Hill in 2011, and we have just commenced a major refurbishment and expansion of YMCA Epping which will see the opening of a Family Health and Fitness Centre in early 2012. The Hunter Region also continued to thrive in line with renovations at Raymond Terrace, which are now complete, and the population growth in the region.

The Morris lemma Indoor Sports Centre at Riverwood, which opened in 2011, has also been very successful in serving a diverse cultural community in partnership with Canterbury City Council. Likewise, the new Ryde Community and Sports Centre has grown in popularity since opening under Y management in partnership with City of Ryde Council in 2011.

A number of the Y's new contracts commenced operation in remote areas such as Muswellbrook, Macksville, Singleton and in the local communities of Bexley and Glenorie.

The Y finished the year strongly in Health and Fitness, being awarded the contract to manage the City of Sydney's flagship sites – the Ian Thorpe Aquatic and Fitness Centre and Cook + Phillip Park Aquatic and Fitness Centre – for the next 10 years, with the contract to commence in April 2012. Congratulations must go to the team who put together the successful tenders.

The Y's Children's Services program continued to expand at an accelerated pace in 2011, in line with a growing community need for Outside School Hours Care. The Y started working with 17 new schools in 2011, serving a total of 96 schools across NSW.



In Camping, a number of significant improvements to the accommodation at Camp Yarramundi, including the provision of large outdoor deck areas and new bathrooms to the majority of accommodation buildings, has made it vastly more comfortable for campers and staff. What's more, an exciting opportunity to acquire a new, 300-bed camp site at One Mile Beach just north of Newcastle has come our way with negotiations continuing. If successful this would provide us with an amazing "Surf Camp" set in pristine bush land to complement our Yarramundi Bush Camp, our NCIE Urban Camp in inner Sydney and the smaller SOPA Lodge adjacent to the Sydney Olympic site. This extraordinary combination of sites would give us enormous scope to develop and provide the most diverse range of camping programs for communities across the State.

Once more we offer our sincere thanks to all of our Board Members for their ongoing contributions, enthusiasm and commitment to their work for the Y. We must acknowledge our dedicated team of managers, staff and volunteers, without whom the great work of this organisation would not be possible.

The year ahead is certain to present more challenges and opportunities for the Y as we enter year two of our Strategic Plan and look to consolidate a lot of the growth and change we experienced in 2011.

On behalf of the YMCA of Sydney, we would like to thank everyone who contributed to the Y's success in 2011 and look forward to all that is to come in 2012.

Phillip Hare
CEO, YMCA of Sydney

David Mayes
President, YMCA of Sydney



REDEVELOPMENTS

YMCA Bankstown
 YMCA Penrith
 YMCA Camp Yarramundi
 YMCA Epping

NEW SCHOOLS

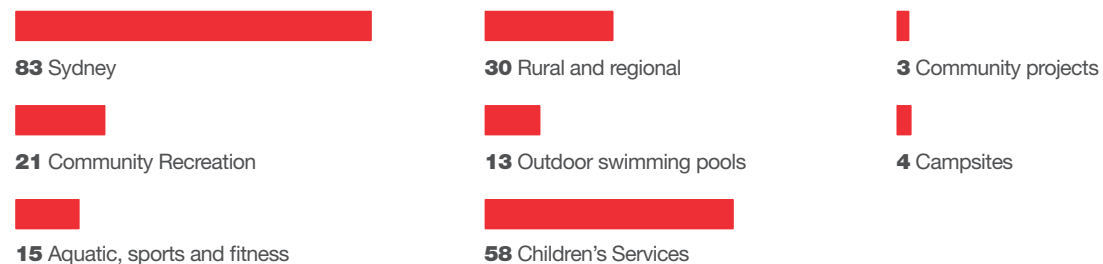
17 new schools
 (96 in total)



WHERE WE WORK

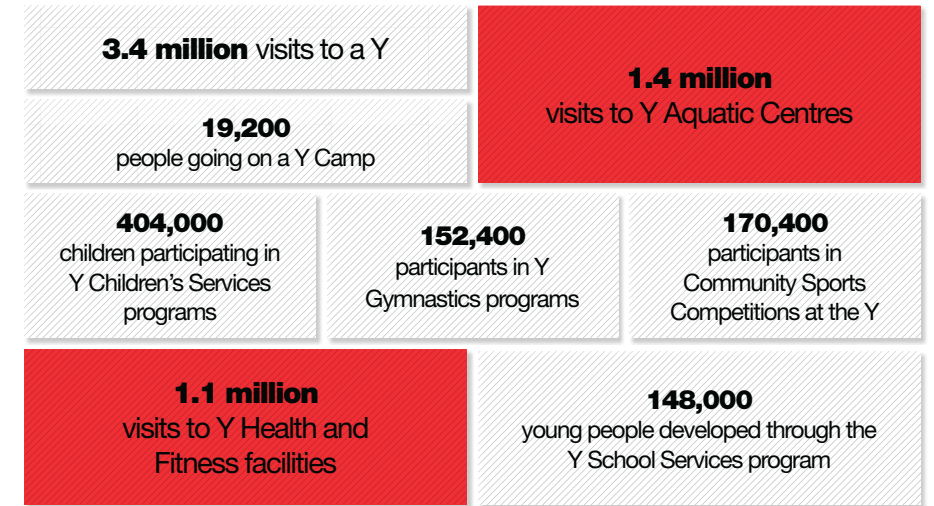
The YMCA is a vibrant, self-funding, not-for-profit charity delivering contemporary programs focused on family, healthy living, developing young people and those less fortunate. The Y's ability to positively impact people's lives, strengthen communities and respond proactively to many of today's biggest social challenges is significant, with its diverse programs and services delivered to over 40 communities across NSW in more than 110 locations, generating close to 3.5 million visits per year.

The Y operates in 113 locations across NSW

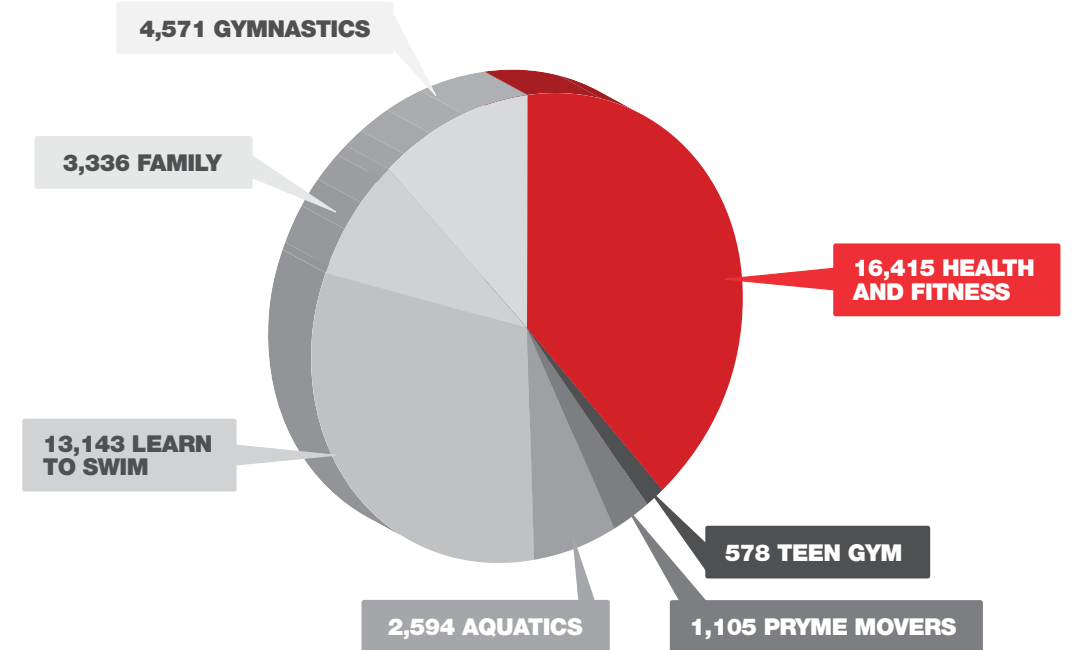


OUR PROGRAMS, SERVICES AND PEOPLE

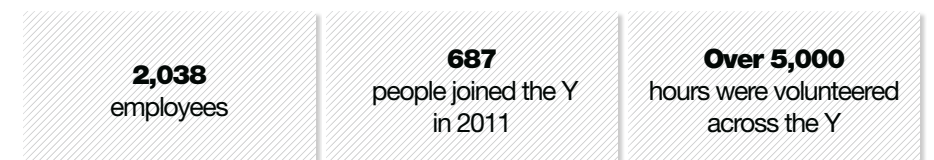
The Y offers a diverse range of programs and services spanning Community Recreation, Children's Services and Camping.



OUR MEMBERS



OUR PEOPLE



FAMILY



PUTTING FAMILY FUN INTO FRIDAYS

Today, more than ever, families struggle to spend quality time together. An increase in working families has seen a rise in the number of children in child care, while longer hours spent at work and a rise in single-parent households have put families under more pressure to simply “be” with each other. And yet there is a direct link between families who spend time together and the physical and mental health and wellbeing of those family members.

Through its diverse programs and services, the Y provides opportunities for families to enjoy quality time together. Initiatives such as Friday Family Fun Nights at YMCA-managed Morris lemma Indoor Sports Centre, which launched in 2011, makes spending time as a family more accessible and affordable to those in the local Riverwood community.

“WHAT I LIKE MOST ABOUT THE FAMILY FUN NIGHTS IS THAT NO ONE HAS TO RUSH OFF AFTER TRAINING TO COOK FOR THE FAMILY. IT IS AN OPPORTUNITY TO MAKE NEW FRIENDS WITH OTHER MEMBERS AND CATCH UP WITH OLD ONES, IN A RELAXED, FRIENDLY ATMOSPHERE.”

Angela Bannert, 43, and her family joined the Y at Morris lemma Indoor Sports Centre when it first opened in order to do something active and “get fit” as a family. And when the Centre launched its now monthly Friday Family Fun Nights, the family of four readily attended – and have been going ever since.

“As my son, 14, attends Teen Gym on Fridays and I train at the same time we stay on for the Family Fun Night. My daughter, 9, joins in as well and sometimes my husband, who does shift work, can also make it,” she said.

“What I like most about the Family Fun Nights is that no one has to rush off after training to cook for the family. It is an opportunity to make new friends with other members and catch up with old ones, in a relaxed, friendly atmosphere.”

The Family Fun Nights exemplify the Y’s focus on strengthening families through healthy living.

According to Angela, the Y has had a “huge impact” on her family’s life.

“I’ve attended both Boot Camps held at the Y and, with the help and support of the trainers, have reduced my weight to a healthy 60kg,” she said.

“My son is not really into sports and instead enjoys sitting in front of the Xbox. After I dragged him a couple of times to Teen Gym, he now loves going by himself straight after school.”

The \$9 million, state-of-the-art Morris lemma Indoor Sports Centre is managed by the Y in partnership with Canterbury City Council.

HEALTHY LIVING



BUILDING STRENGTH PHYSICALLY, MENTALLY AND EMOTIONALLY

In Australia, 6.9 million adults (61%) and 600,000 children (25%) are classified as overweight or obese. And these numbers are rising as a result of inactivity and poor nutrition. The growth in our nation’s weight has also seen a growth in associated health problems including heart diseases, Type II diabetes and certain types of cancer. Diabetes is now the fastest growing chronic disease in Australia, with one person diagnosed every seven minutes.

“RIDING THE ROLLERCOASTER OF GRIEF, I DISCOVERED THAT EXERCISE IS A TOOL TO LIFT YOURSELF UP, TO MAKE YOU FEEL GOOD, GAIN CONFIDENCE, ACHIEVE GOALS AND HELP YOU TO COPE WITH THIS CRAZY LIFE.”

With its focus on healthy living, the Y is committed to tackling sedentary lifestyles and associated health and social problems through diverse programming spanning Aquatics, Health & Fitness, Community Sports Competitions and Gymnastics. The sense of support and connection offered through our programs mean people are not only getting physical benefits and results, but mental and emotional ones.

Sally-ann Eather, a member of Hawkesbury Oasis, was invited to participate in the Centre’s 12 Week Challenge in May 2011 and said it changed her life.

“Not only was my training beefed up but my life became more enriched in so many more ways than the team [at Hawkesbury Oasis] would be aware of,” she said.

“The obvious benefit I received was physical, shedding over 8kg and a massive 44cm off my body, as well as increased fitness and toning and shaping my body. However, the benefits were much greater than this.

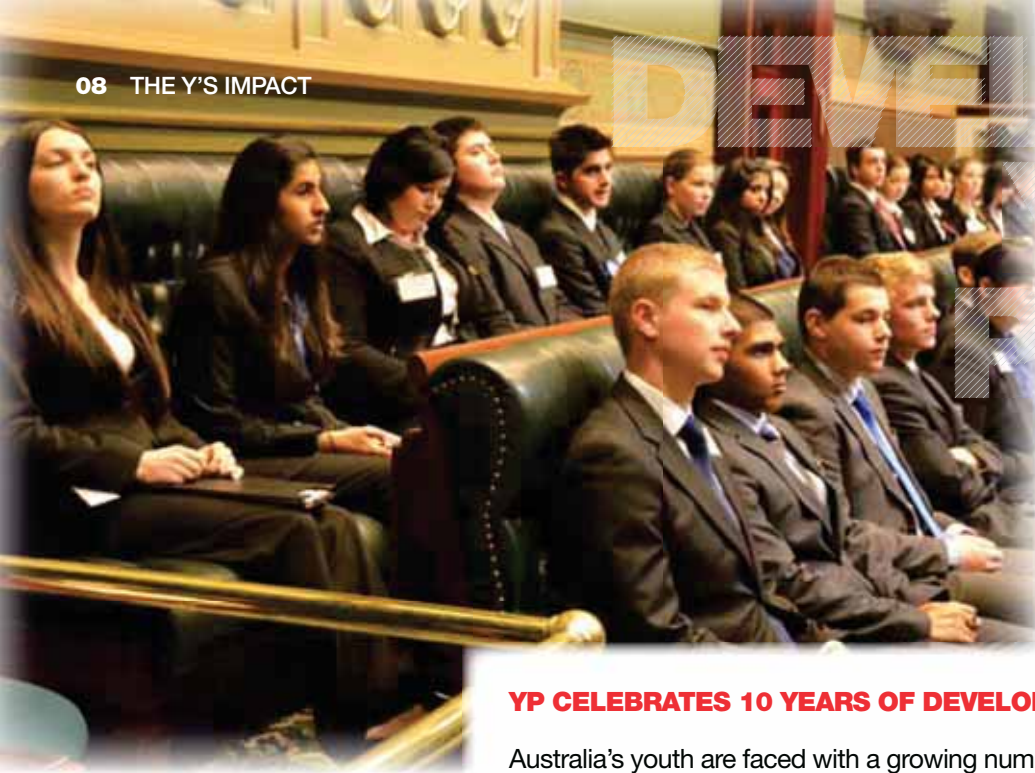
“Coming at a time of personal tragedy and deep grief, my true spirit was presented to me through the efforts of the trainers. When I thought I had nothing left to give, my trainers proved to me I did and with each training session giving that “bit more” became a lot easier.

“Riding the rollercoaster of grief, I discovered that exercise is a tool to lift yourself up, to make you feel good, gain confidence, achieve goals and help you to cope with this crazy life.”

The 12 Week Challenge saw eight participants take part in two personal training sessions per week and were given ongoing nutritional advice. Sally-ann’s story is one of many which demonstrate how the Y is transforming and enriching people’s lives through better health.



Sally-ann overcame her struggle with weight and grief with the Y.



“PARTICIPATING IN YOUTH PARLIAMENT SHOWED ME THAT WHILE YES, MANY THINGS IN LIFE WERE UNFAIR, THERE WERE MANY THINGS THAT YOU COULD DO TO CHANGE THEM, AND YOU DIDN'T HAVE TO BE THE PRIME MINISTER TO MAKE A DIFFERENCE.”

YP CELEBRATES 10 YEARS OF DEVELOPING YOUTH IN NSW

Australia's youth are faced with a growing number of competing issues, pressures and demands than ever before. According to Mission Australia's National Survey of Young Australians (2011), as well as feeling the pressures of education, limited job opportunities and financial difficulties, many young people said family conflict, bullying and emotional abuse, mental health issues, and drug and alcohol abuse were major concerns.

Through a range of programs and services aimed at youth, the Y takes a preventative approach to many social issues facing young people and focuses on developing the future leaders of our communities. One such program is Youth Parliament, which in 2011 celebrated its 10th anniversary in NSW.

Launched in NSW in 2002, YP promotes youth-led advocacy, active community leadership and legal and Parliamentary education. Throughout the years, the program has grown significantly and positively impacted hundreds upon hundreds of young lives. There were 88 participants in 2011.

Nathan Boyle, a former YP participant-turned-volunteer of Aboriginal descent, who has been involved in the program since 2005, said YP has been instrumental in getting him to where he is today. Nathan, who grew up in Taree, was facing a number of personal challenges when he first found out about Youth Parliament and ultimately attributes the program and its participants to his success at school and achieving his dream of studying law at university.

“I think it would be fair to say that when I took on the program my life could have gone either way,” he said.

I was at a point in my life where I had a lot of very challenging things going on personally, and I was finding it difficult to engage in school, and had all but given up on a lot of the hopes and dreams that I had previously had. I thought that many things about the world were unfair but we were just stuck living with things the way they were. Participating in Youth Parliament showed me that while yes, many things in life were unfair, there were many things that you could do to change them, and you didn't have to be the prime minister to make a difference.

“Participating in YP showed me that becoming a university student was possible, and that it was possible to become whoever you wanted to be.”

Nathan has been an active member of the NSW Youth Parliament Taskforce since 2007. He is currently working for the Indigenous Outreach Program at the Australian Securities and Investments Commission.

Nathan Boyle (centre) developed important leadership skills through YMCA Youth Parliament.



DEVELOPING
YOUNG
PEOPLE

THOSE
LESS
FORTUNATE



GIVING KIDS IN NEED A HEALTHY START

For many Australian children, the option of starting the day with a nutritious breakfast – or any breakfast at all – is simply not one. In fact, 1 in 10 children are said to skip breakfast regularly, with 1 in 5 adolescents going to school hungry each day.

“I COME HERE [BREAKFAST CLUB] EVERY THURSDAY AFTER I GET OFF THE BUS. THURSDAY IS THE ONLY DAY I HAVE BREAKFAST.”

10-year-old Sam, who attends the Breakfast Club at YMCA-managed Lake Haven Recreation Centre, has to leave home very early each morning and catch the bus to school, giving him no time for breakfast. He is one of the many children who have benefitted from the Y's Breakfast Club, now in its second year.

“I come here [Breakfast Club] every Thursday after I get off the bus. Thursday is the only day I have breakfast,” he said.

Sam's story is similar to that of many attending Lake Haven's Breakfast Club, with others saying they come to the Centre because “there is no one around to make them breakfast” or the “option of breakfast is not always available” to them. According to Census data (ABS, 2006), the Lake Haven community has a large proportion of low income households (30.2%), earning less than \$500 per week.

Since the program launched in June 2010 in conjunction with the Youth Centre managed by Wyong Council, the Lake Haven Breakfast Club has grown significantly from a one-day-a-week service attracting between 5 to 10 local kids, to running three days a week for a group of between 30 to 50 in 2011.

The program's expansion this year has been in part due to a \$7,500 grant received through Wyong Council and the dedication of volunteers.

The Breakfast Club is not only meeting a significant social need in the local community but exemplifies the values of the Y by enabling more youth to live healthy, happy lives and, at times, overcome adversity.

Jamie-Lee, 14, who has been coming to Breakfast Club for two years now, said: “What I like about the Breakfast Club is the staff and it is a great place to get away from school thoughts.”

Lake Haven's Breakfast Club will continue to grow in 2012.



Back row: Brent Perkins, Melanie Southwell, David George, Rod Nadwie-Smith, Craig Lambeth, Brendan Owens, Casey Dunning.
Front row: Adam Blatch, BJ Davis, James Ellender, Ruzika Soldo, Cameron Lilburn, Sathy Sappany.
Absent: Phillip Hare, Liam Whitley, Richard Price, Kristy Sharpe.

OUR EXECUTIVE TEAM

Phillip Hare – Chief Executive Officer
Brent Perkins – Chair of Executive
Sathy Sappany – Chief Financial Officer
Ruzika Soldo – General Manager, Human Resources
James Ellender – General Manager, Marketing, Communications and Fundraising
BJ Davis – General Manager, Camping
Brendan Owens – General Manager, Recreation
Liam Whitley – General Manager, Children's Services
Richard Price – General Manager, Sydney Metro

Casey Dunning – Group Manager
Craig Lambeth – Group Manager
Rod Nadwie-Smith – Group Manager
Kristy Sharpe – Group Manager
Melanie Southwell – Group Manager
Adam Blatch – Organisational Risk and Systems Manager
David George – Property and Assets Manager
Cameron Lilburn – Business Systems Manager

OUR BOARD MEMBERS

David Mayes (President): David has a long history with the Y. An architect by trade, David's expertise and knowledge in building design and development has been invaluable for our Organisation, particularly as we have undergone a number of recent upgrades to Y facilities including YMCA Penrith, Caringbah, Bankstown and Epping. David joined the YMCA of Sydney's Board of Directors in 1991. He volunteered for YMCA Epping's Junior Cricket Club in 1985, was Club Secretary from 1987-1990, and has been Club Representative to YMCA and a member of the YMCA Epping committee since 1993. David also attended the North American YMCA Development Organisation (NAYDO) conference in 2011.

Bob Parcel: Bob has held the role of Vice President of the YMCA of Sydney's Board of Directors since 1980 and is also currently the Chair of the Y's Property and Assets Committee. In his role as Chair, Bob has played an important role in what is currently the Y's biggest area of growth and success. In 2011, redevelopments took place at four sites and the Y took on the management of eight new facilities in partnership with Local Government. Bob is also a member of the Y's Finance and Audit Committee and Vice President of the NSW Council of YMCAs. Bob is retired but previously worked across a variety of industries in roles including Factory Manager, MSA Australia; Manufacturing Director, Sandvik Process Systems; and Materials Manager, Email Limited – Commercial Equipment Division.

Paul Hughes: As the CEO of Newcastle Airport Limited, Paul has provided the Y with invaluable strategic direction and has been central to the growth of the Hunter Valley and Port Stephens regions, which are two of the biggest growth areas for the Y across NSW. Paul also has a strong background in finance, social services and recreation management and operations and has been involved in both the financial and risk management sides of the Organisation. He is a member of the Australian Institute of Company Directors and the Australian Institute of Management.

Annalisa Haskell: Annalisa is currently the Chair of the Y's Communications and Partnership Committee. She has also been involved in the Women in the Y program since its launch in 2010. As the CEO of Local Government Management Australia, NSW, Annalisa has helped the Y gain a better understanding of partnerships and how it can have more mutually-beneficial relationships with its various stakeholders. Annalisa is a graduate of the Australian Institute of Company Directors and is also a member of Women on Boards.



Top to bottom, left to right: Bob Parcel, David Mayes, Malcolm Rathbone, Renee Saibi, Annalisa Haskell, Janine Modaro, Jock Kelso.

Absent (inset): Sarah Hawthorn, Paul Hughes, Grahame Wheeler, Marg Lennon, Mark Kerr.

Grahame Wheeler: In 2011, Grahame celebrated his 50th year as a Director with the YMCA of Sydney. As well as being the founding member of YMCA Caringbah in 1966, he was the President of the YMCA of Sydney for 25 years. Today Grahame is the Treasurer of the YMCA of Sydney Board and is also the Chair of the Y's Finance and Audit Committee. Grahame's involvement with the Y as a member spans 65 years.

Janine Modaro: Janine sits on the Y's Finance, Communications and Partnerships, and Risk Committees and has been heavily involved in shaping the YMCA of Sydney's strategic direction. She has also been involved in the Women in the Y program as an ongoing participant since it launched in 2010. Janine is currently the Managing Director of Procon Telematics and was previously a General Manager of the Commonwealth Bank of Australia. She is a member of the IT Service Management Forum and a leader in the field of Information Technology.

Jock Kelso: Jock has had a major impact on how the Y markets its brand, particularly through radio advertising, given his long and successful career in the world of media and advertising spanning more than 30 years. His extensive media contacts have given the Y an enormous advantage in securing Community Service Announcements for various activities throughout the year including the Y's Charity Golf Day and the launch of the inaugural YMCA Swimathon in 2011. Jock is currently Chair of the Y's Fundraising Committee and he sits on the Y's Communications and Partnerships Committee. He is also an active member of the Charity Golf Day Committee. He attended the North American YMCA Development Organisation (NAYDO) conference in 2011.

Malcolm Rathbone: Malcolm has been involved with the YMCA of Sydney for 25 years. He was CEO for 16 years and has spent the last eight years as a Director. Today, Malcolm is also a member of the Y's Rural and Regional Committee. His extensive experience in both industry, government and with the Y has enabled Malcolm to contribute to discussions on a number of issues. He also currently holds the role of Ethics Advisor for the Y.



Marg Lennon: With a strong background in leadership development, executive coaching and mentoring, Marg has played an important role in re-focusing the Y's leadership direction and has assisted in the recruitment of a number of senior roles in the Organisation. She also currently sits on the Y's Fundraising Committee and Governance Committee, and was involved in the launch of the Women in the Y program in 2010. Marg attended the North American YMCA Development Organisation (NAYDO) conference in 2011. She is also on the Board of Aftercare, an organisation dedicated to helping people with mental illness lead independent lives.

Mark Kerr: Mark Kerr is currently on leave of absence from the Board for personal reasons. Mark has been on the Board of the YMCA of Sydney since 2003 and started volunteering for the Y through his involvement in YMCA Epping's Management Committee. Mark's family hosted family camps at Camp Yarramundi for more than eight years. He is currently the Project Manager in Rationalisation for RailCorp's Level Crossing Unit.

Renee Saibi: As well as being the Chair of the Y's Safety, Environment and Security Committee and a member of the Rural and Regional Committee, Renee is a Y Australia Board Member, where she sits on the Finance and Risk Committee, and Governance Committee. Renee has also been involved in the Women in the Y program since it launched in 2010.

Sarah Hawthorn: Sarah sits of the both the Y's Communications and Partnerships and Fundraising Committees and has been instrumental in the establishment of the YMCA of Sydney's new brand message and communications strategy. As the Managing Director of Public Relations agency Avviso, Sarah has also provided the Y with support for a number of key PR campaigns including the inaugural YMCA Swimathon. She attended the North American YMCA Development Organisation (NAYDO) conference in 2011. In addition, Sarah currently sits on the Board of the Exhibition and Event Association of Australasia.

SPECIAL EVENTS AND FUNDRAISING

As a charity, the Y supports a number of benevolent programs to assist those in necessitous circumstances including people with a disability, the mentally ill, disadvantaged youth and families, and Indigenous Australians. In 2011, the introduction of a variety of fundraising initiatives across all centres enabled such programs to be developed and expanded.

- The launch of Y Water in September has seen 14,440 sold raising a total of \$14,440 for YMCA's benevolent program Siblings Reconnect. A further 21,600 bottles raised \$21,600 for the Brightside program.
- The introduction of Money Spinners into 21 centres in September resulted in \$3,564 being raised for a variety of programs.
- \$30,000 was raised for Siblings Reconnect at the YMCA Charity Golf Day on March 14. A total of 26 teams took part in the event, up from 22 teams in 2010.
- \$345,744.30 was raised through the Y's Grants Program in 2011.



LOCAL GOVERNMENT AND FUNDING PARTNERS

The Y would like to thank our valued Local Government and Funding Partners for their continued support of the work we do in local communities.

Local Government Partners

- Bankstown City Council
- Camden Council
- Campbelltown City Council
- Canterbury City Council
- Cessnock City Council
- City of Ryde Council
- City of Sydney Council
- Cooma Monaro Shire Council
- Eurobodalla Shire Council
- Hawkesbury City Council
- Hornsby Shire Council
- Indigenous Land Corporation
- Muswellbrook Shire Council
- Nambucca Shire Council
- Port Stephens Council
- Rockdale City Council
- Singleton Council
- Sutherland Shire Council
- Sydney Olympic Park Authority
- Wyong Shire Council

Local, State and Federal Government

- Aboriginal Child, Family & Community Care State Secretariat
- Bankstown City Council: CDSE
- Blue Mountains City Council: CDSE
- Broken Hill City Council: CDSE
- City of Sydney: Local Community Grants Program
- City of Sydney: CDSE
- City of Sydney: Youth Programs
- Department of Defence: Defence Community Organisation
- Department of Education, Employment and Workplace Relations
- Department of Health and Ageing: Indigenous Sport & Recreation Program
- Department of Health and Ageing: Indigenous Women's Program
- Department of Health and Ageing: Live Longer Campaign
- Department of Health and Ageing: Community Visitors Scheme
- NSW Government: Transport for NSW
- NSW Government: Education and Communities
- NSW Government: Family & Community Services, Ageing Disability & Home Care
- NSW Government: Office of Communities, Department of Aboriginal Affairs
- Redfern Police
- Redfern Community Centre: Youth Programs
- Redfern Waterloo Authority: Community Service Grants
- Sydney Indigenous Coordination Centre
- Sutherland Shire Council: CDSE
- Wyong Shire Council: CDSE

Funding Partners

Corporate

- ANZ Staff Foundation
- Big W Broken Hill
- Chubb Fire & Security
- Hunter Valley Water
- John Holland Group
- Lifeline
- MLC Community Foundation
- Silver City Cinema
- Sunbather Pty Ltd
- Swimming Australia
- Table Tennis Australia
- Total Mobility

THANK YOU

Trusts & Foundations

- Nathan and Emily Vaisey Bequest



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