



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

DELIVERING OUR CAUSE

YMCA of the North Shore
Strategic Impact Plan | 2016-2020



MISSION | VISION

YMCA OF THE NORTH SHORE

Our Y's mission is our reason for being, and our Y's vision is our determined hope for the future. More than 160 years of innovative programs and delivering transformative responses to urgent social challenges has produced and reinforced a set of basic beliefs about how and why our YMCA effects meaningful, enduring change. Our Strategic Priorities are grounded in these beliefs.

Our Mission

Our Y welcomes all. We strengthen communities, educate and nurture children, and promote healthy living in spirit, mind and body.

Our Values

Caring, honesty, respect and responsibility.

Our Vision

Where all children, adults and families are healthy, confident and connected.

DELIVERING

CAUSE DRIVEN SUCCESS CHANGE STRENGTHEN COMMUNITY EVERYONE IMPROVE BELONGING

STRATEGIC PRIORITIES 2016 - 2020



We will enhance our approach to youth and teen skill development to prepare young people for success in school and career.



We will champion the fight to reverse the obesity epidemic in our communities; elevating well-being, prevention and health maintenance as a community.



We will help people improve their health and well-being, particularly those facing health challenges: chronic disease, mental health issues and substance use disorders.



We will provide experiences which strengthen relationships and a sense of belonging, improving self-worth and reducing social isolation in teens and adults.



We will provide opportunities to those with financial difficulties for quality housing, academic success, nutritious foods, and activities that build healthy spirits, minds and bodies.







OUR CAUSE

STRATEGIC INITIATIVES

FIRST THREE YEARS:





Bringing our Strategic Priorities to life.

FOR YOUTH & TEENS

-  Provide customized learning experience to meet the needs of students through the creation of YMCA Academic Achievement Centers.
-  Support youth resiliency through the implementation of an evidence-informed drug abuse prevention initiative.
-  Expand inclusive school-to-career opportunities to develop skills for young adults with special needs on their path to independence.
-  Develop partnerships and strategies which enhance the YMCA Camp and Child Care programs to include behavior and academic support.
-  Create a youth healthy weight program, specifically reaching children who are overweight.
-  Work with community partners to expand Summer Learning Loss Prevention programs to additional communities and a larger population.



FOR ADULTS

-  Reach those with significant health needs, through the expansion of signature disease management programs: LIVESTRONG at the YMCA, YMCA Diabetes Prevention Program, Parkinson's Wellness Recovery, and EnhanceFitness.
-  Engage volunteers and improve community life by implementing Togetherhood (member-led community service) programs in each Y.
-  Help overweight adults reach a healthy weight through a new YMCA signature weight loss program, focused on behavior modification.
-  Support those in recovery from addiction through the development of a physical, holistic wellness program.





FOR ALL



Create needed homes by expanding Affordable Housing through exploration of mergers and new housing unit development.



Develop targeted financial assistance outreach plan which proactively streamlines application process for identified populations of high-need children and families.



Provide education to children and families and fresh fruits and vegetables to the community through the expansion of gardens/ farms across our communities.



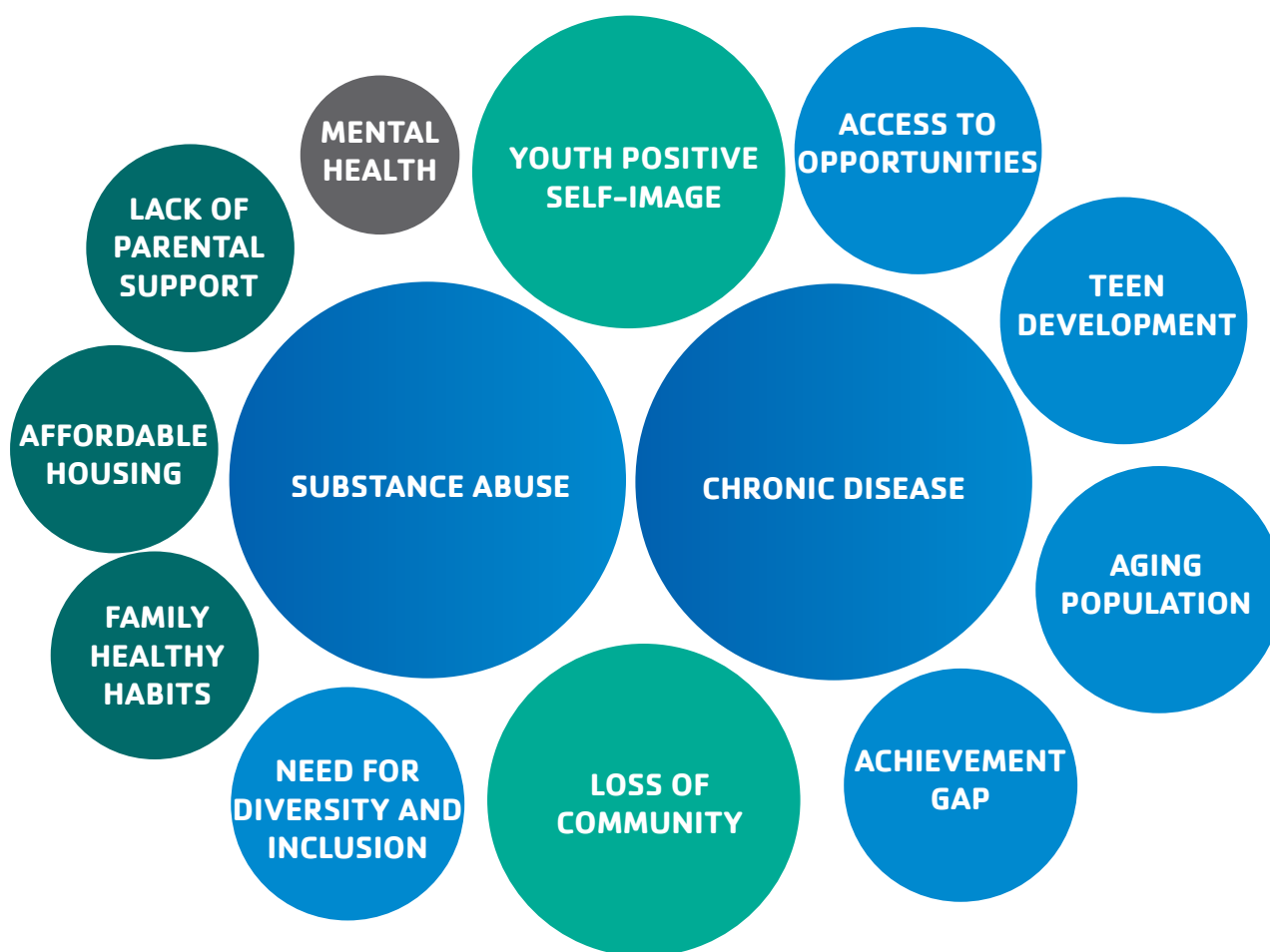
Update membership onboarding and structure and program delivery in all areas to improve relationship-building and reduce social isolation.



OUR RESEARCH

Our Leadership Team came together to identify the key constituents to conduct a community needs assessment. Over a two-month period, our leadership staff interviewed 65 community leaders including representatives from public, private and healthcare sectors. We facilitated listening sessions with our Donor Ambassadors' Council, held Leadership Forums with Y staff and conducted a formal survey with our 150 volunteer leaders on our Boards of Directors.

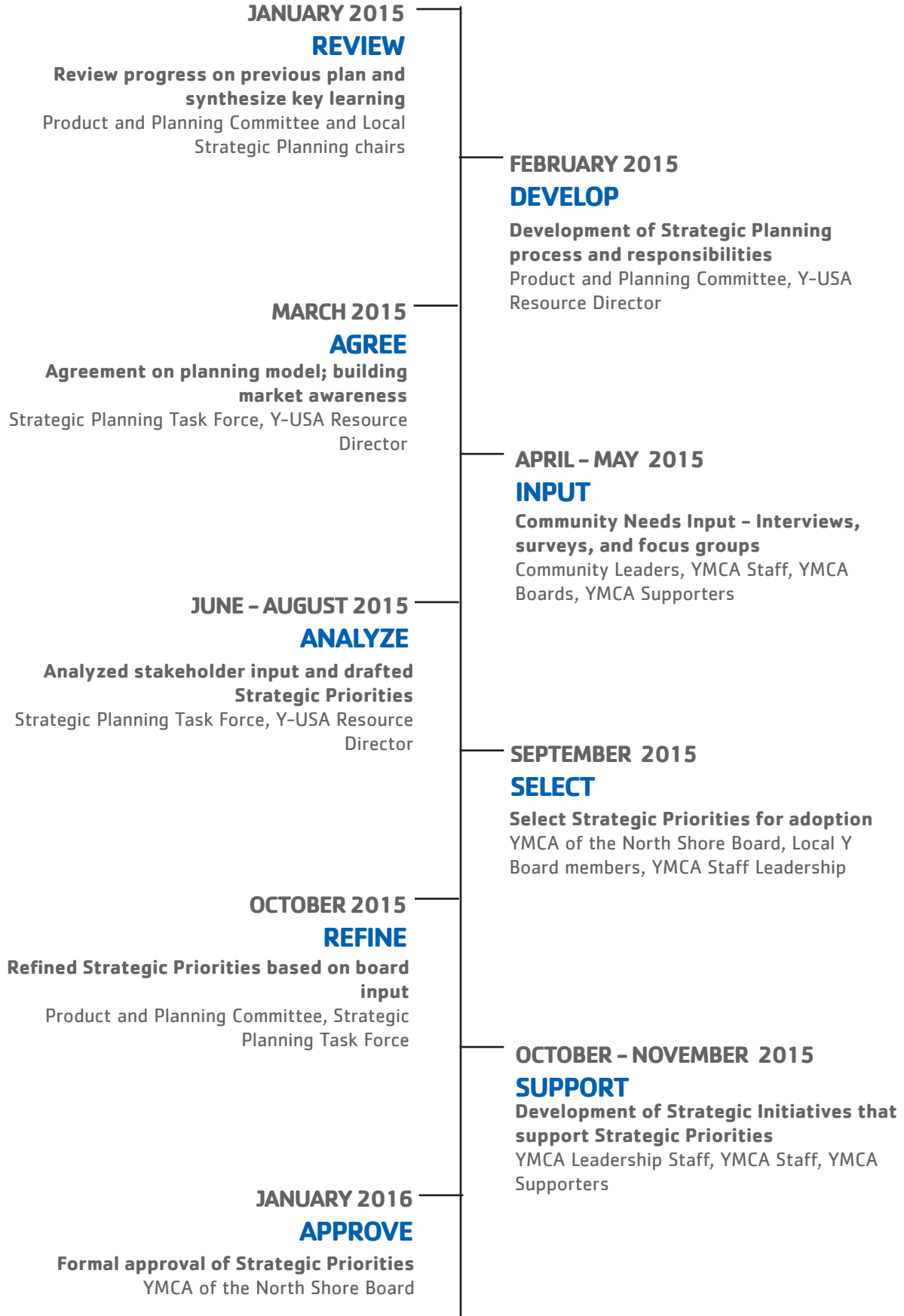
These are the community needs that emerged.



As part of the process, we identified our Strategic Advantages:

- Comprehensive programming
- Brand recognition and positive community reputation
- Inclusive culture and welcoming environment
- Breadth of populations served: demographically and geographically
- Seen as a community partner
- Ability to adapt and allocate human and financial resources
- Openness to innovation

OUR PROCESS | TIMELINE



Strategic Planning Committee

Omar Longus
Committee Chair,
Strategic Planning Committee

Scott Beyer
Board Member,
YMCA of the North Shore

Sheila Burke
Board Member,
YMCA of the North Shore

Rosemary Desmond
Board Member,
YMCA of the North Shore

Beth Francis
Chief Development Officer,
YMCA of the North Shore

Jack Good
Immediate Past Board President,
YMCA of the North Shore

Scott Hitchcock
Chief Operating Officer,
YMCA of the North Shore

Jeanne Lambkin
Board President,
Lynch/van Otterloo YMCA

Chris Lovasco
Chief Executive Officer,
YMCA of the North Shore

Gerald Mackillop
Board President,
Cape Ann YMCA

Meegan O'Neil
Chief Strategy and Marketing Officer,
YMCA of the North Shore

Alison Sellers
Director of Analytics and Impact,
YMCA of the North Shore



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