COMING TOGETHER FOR GOOD

2013 Impact Report
YMCA OF THE NORTH SHORE
LETTER FROM THE PRESIDENT AND CEO

DEAR FRIENDS,

“Coming Together For Good,” is an emblematic theme for this year’s YMCA annual report. Our Y takes great pride in the number, the variety and the magnitude of the collaborations we share with the literally hundreds of businesses, non-profits, municipalities, schools and colleges in our twenty-five communities. In this report, you will learn how several of these collaborations have made a huge impact on the lives of so many deserving kids, families and individuals.

The totality of what we do as a Y for each of our communities is centered on three tenets: youth development, healthy living and social responsibility. When we look at collaborations, we can—and should—look at them through the lives of those we serve. In today’s world, raising good kids can be a real challenge. When we at the Y say that we’re for youth development, we back that up with comprehensive programming that addresses the whole child. We collaborate with many different organizations to serve kids best. For example, our Y serves over 1,500 kids each week in our afterschool programs, in nine different school districts at 26 different sites to advance each child academically. We work together to maximize resources and promote learning, a key to the development of our youth.

When our youth grow to be teens, again our Y leads through the strategic development of community Teen Centers, often in concert with local cities or towns. Our dedicated teen directors provide a safe and supportive place for teens to gather, to grow and to nurture the kind of decision making that can help teens to flourish through these risky years and become productive young adults—no easy task in today’s world.

At our Y, we are all about healthy living. Our 44,000 members look to our Y to provide them the facilities, expertise and motivation to propel them to lead healthier and happier lives.

Our collaborations with local hospitals and other health care providers are blazing the trail toward better health for all at more reasonable cost. “Pioneering Healthy Communities” is a clear example of what is to come in many of our communities as demonstrated with great success over the last two years in Beverly. Look for our new diabetes prevention program that will debut this year in Gloucester in conjunction with our friends at Lahey Health.

Our third tenant, social responsibility, has been a key focus for our Y over the past few years. It manifests itself in the affordable housing projects we have developed and continue to run. We are quite proud of our impact in this most important aspect of community development. This past year we put a great deal of energy into mobilizing our staff, volunteers and members toward the completion of socially responsible initiatives in many of our communities. Just a few examples are the blood drives we hosted in our Ys for the Red Cross and the holiday food drives we conducted with local hunger organizations in each of our Ys. The results demonstrate the enormous potential for good our members, staff and volunteers collectively possess.

Our Y continues to evolve in the communities we serve. We are finding and engaging new friends to join our old friends in changing and improving the lives of our neighbors. Whether you are an old or a new friend, thank you for making a difference for so many in our communities. Our Y could not do its work without you and our many partners.

Jack Meany
Chief Executive Officer

Jack Good
YNS Board President

Third graders harvest vegetables from Be Healthy Beverly’s Raised Garden Bed program.
# MOVING FORWARD AS A COMMUNITY

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The Y believes that everyone deserves a chance to succeed. That can happen only when we unite to nurture the best in all of us.

By collaborating with like-minded individuals, businesses and organizations, our cause improves the lives of our North Shore neighbors through youth development, healthy living and social responsibility.
PARTNERING TO BUILD A BETTER FUTURE

THE POWER TO MAKE CHANGE

At the Y, strengthening community is our cause. Every day, we work side-by-side with our neighbors to make sure that everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive.

- The Y is community centered. For 156 years, we have been listening and responding to our communities.
- 3,000 volunteers lead and support our Ys, furthering our efforts in youth development, healthy living and social responsibility.
- The Y brings people together. We connect people of all ages and backgrounds to meet community needs.
- 44,000 members—nearly half of whom are children—benefit from one of seven YMCAs of the North Shore.
- The Y nurtures potential. We believe that everyone should have the opportunity to learn, grow and thrive.
- Our Ys collectively raise $2.3 million annually in private funding in support of our cause.
- The Y meets community needs. We mobilize to ensure that all people get what they need and strengthen our communities in the process.
- Affordable housing is the #1 need on the North Shore. Our Ys provide 515 people a safe, affordable place to call home.

Proud runners show off their medals from the annual Run the Goose road race in Gloucester.
When Kathy Kundrot first came to the YMCA, she knew she needed to make some changes. She was struggling with high blood pressure, maintaining a healthy weight and making healthy food choices.

Kathy began with an initial screening with a registered dietician from Beverly Hospital offered at the Sterling YMCA. Based on results which showed her to be at risk, Kathy was accepted into the “Healthy Living and Nutrition Initiative,” jointly offered by the YMCA and Beverly Hospital, a member of Lahey Health. Through a generous grant from the Evelyn Lilly Lutz Foundation, this program was offered free of charge to any community member with identified health risks.

Working with Erica Cintron, RD, Kathy learned the nutrition essentials for her well-being: the correlation between chronic disease and nutrition, daily dietary intake, carbohydrate and calorie counting and meal planning. Kathy, with a small group of fellow participants, learned to interpret key health indicators. She explains, “I was encouraged to know my cholesterol HDL, LDL and triglycerides, and to understand how my food choices impacted these numbers. The baseline and final blood pressure and glucose screenings allowed me to measure my health improvements.”

In addition to learning how to improve her nutrition, Kathy and the other program participants each met individually with a personal trainer to improve their physical health through exercise. In a one-on-one session, the trainer and participant worked together to customize a plan to help participants achieve their goals. Kathy sang the praises of her trainer, Lee Benton, saying, “Lee was personable, knowledgeable and enthusiastic, and helped me achieve goals and use the equipment safely.”

Today, Kathy and the other program participants are putting their new knowledge into action by exercising regularly and practicing good nutritional habits.

Erin Frazee, Health and Wellness Director at the Greater Beverly YMCA, explains that “by working together with Beverly Hospital, our nutrition initiative gave all members the chance to explore healthy choices and pursue healthy lifestyles.”

In total, more than 50 participants have gained the knowledge to improve their health through this important initiative.

75% of health care costs are driven by preventable and manageable chronic diseases like heart disease and diabetes.
In an effort to improve her heart health, Beverly Y member Kathy Kundrot receives expert guidance from Y personal trainer Lee Benton as part of the Healthy Living and Nutrition Initiative.
Gloucester Mayor Carolyn Kirk addresses the squad of Y Teens to kick off the 2013 Clean Team season.
A BRIGHTER FUTURE AHEAD

If you walked through the streets of downtown Gloucester last summer, you likely noticed a group of teens sweeping the streets, watering the flowers and repainting the benches. These teens weren’t just beautifying the downtown area, they were also learning essential work habits and contributing to their families’ financial stability.

Through a partnership with the City of Gloucester and with funding from a Community Development Block Grant, the Cape Ann YMCA helped to keep the city streets clean with the “Downtown Gloucester Clean Team.”

More than 400 low- and moderate-income teens in the City of Gloucester have participated in the program over the past five years. This program provided teens with opportunities to learn essential life skills: applying for a job, meeting daily employer expectations and basic financial literacy. Teen participants went through an application process, attended trainings, worked at beautifying downtown each week and served as “Youth Ambassadors” to the city’s strolling visitors. For many participants, their weekly earnings helped contribute to household expenses.

Sam, a 2013 participant in the program, said, “I truly appreciate the opportunity for the job. I not only made some money and met some new friends, I was proud of the work we did to help make our city more beautiful.”

This partnership made a big difference in the lives of the teens, but it also improved the quality of life in the community. By providing teens with summer employment, much of the money flowed directly back into the surrounding businesses and, with the downtown more attractive, helped promote tourism. Importantly, the program also allowed local businesses to appreciate the positive impact young people can make in the community.

According to Rick Doucette, YMCA Executive Director of Teen and Camping Services, “We use the title-phrase, ‘Working Together For a Stronger Community.’ This collaboration is vital on many levels to the work we do with teens and families; some of our best and brightest young-adult Y employees got their start with the Clean Team.”

Working together, the YMCA and the City of Gloucester are creating cleaner streets today and a brighter future for tomorrow.

In 2013, over 70 teens employed by the Cape Ann YMCA for their first summer job picked up 1,500 bags of trash throughout Gloucester. In a special citation, Gloucester Mayor, Carolyn Kirk, and the City Selectmen named the team ambassadors for the community.
SALEM YMCA

CLOSING THE ACHIEVEMENT GAP

Charlie is a 7-year-old boy whose single mom struggles to get by on her minimum wage job. He is sometimes hungry and has little opportunity outside of the school day for learning. Things like summer camp or sports leagues are a luxury. A family like Charlie’s lives below the poverty level and struggles on so many levels. In Salem, 13.6% of the population (5,418 people) live this life.

It’s a scary fact. Equally troubling is that kids from low income families tend to struggle academically. Called the “achievement gap,” statistics show that a large number of children from low-income environments reach kindergarten unprepared—typically nine months behind their middle-to-high income counterparts—and they continue to fall behind in school without proper intervention. By the time a child like Charlie enters fifth grade, he can be 2.5-3 years behind his middle income peers.

It’s a staggering statistic and one the Salem Y is determined to change.

In an innovative program during the summer of 2013, the Salem Y joined forces with Salem Public Schools and Building Educated Leaders for Life (BELL), an organization which specializes in afterschool and summer programs, to offer a 4-week program for kids in grades 2-5 who most benefit from additional summer learning—all at no charge to the family.

Students attended the program from 8:00am to 4:00pm. They began the day with a nutritious breakfast; spent the morning in small classes that stressed reading, language arts and math; and devoted the afternoons to Y-led enrichment programs, exposing students to both visual and performing arts, dance and physical education classes.

The program had great success. Over 75 students participated with an average gain in achievement by 1.1 months for reading and .2 months in math skills. In just four short weeks, students advanced during a time in the summer when low-income kids generally experience the “summer slide.” Equally important to their achievement, 95% of parents surveyed saw an improved attitude toward learning by their child, a strong indication for continued learning at the start of a new school year.

Jason Silva, Executive Director of the Salem Y, is making the achievement gap issue a top strategic priority for the Salem Y.

The Salem Y and its partners are achieving results. The goal is to help Charlie and the hundreds of children like him succeed in school and in life.

“Closing this widening gap is critical to the school system’s long term goals for their students. It’s a big need in Salem and, therefore, a big need for our Y to address.”

“Jason Silva, Executive Director of the Salem YMCA”
Salem students raised the roof in a learning activity in the Grade 4 Summer Learning Program.
Lynch/van Otterloo Y and Marblehead for Teens host a popular job fair at Marblehead High School, connecting hundreds of teens with potential employers.

Photo credit: David Sokol/Marblehead Reporter/Wicked Local Marblehead
LYNCH/VAN OTTERLOO YMCA

THE SPIRIT OF MENTORSHIP

Today’s teens are faced with mounting pressure. Busy days are filled with extracurricular activities, sports, homework and, for some, the daunting task of college preparation. Teenagers are juggling packed schedules that leave little time to prepare for and find jobs, and they’re finding it increasingly difficult to hone the life skills needed for a successful job search.

Recognizing this need and the lack of employment preparation in today’s school curricula, the Lynch/van Otterloo YMCA partnered with Marblehead High School and Marblehead for Teens to help prepare teenagers for their job search, college interviews and community service positions.

In 2013, the Lynch/van Otterloo YMCA Teen Program launched job preparation workshops for Marblehead High School students. These interactive workshops focused on résumé writing, preparing for interviews and networking strategies as well as ways to conduct a job search. Going beyond traditional job preparation classes, the YMCA program also offered support and engagement from local business and non-profit professionals who specialize in communications strategies. Teaching teens how to improve their communications skills and to effectively promote the talents and abilities they can offer an employer gives them an upper hand in a competitive market.

Lynch/van Otterloo YMCA Executive Director Scott Hitchcock remarks, “We’re excited to team up with local community members who can serve as mentors for high school students as they begin the journey towards college and career. There is a wealth of collected experience that students can take advantage of and benefit from to support their personal development.”

Building on the excitement for the program, the YMCA and Marblehead for Teens joined forces with the Marblehead Rotary Club and Marblehead Chamber of Commerce to host the town’s largest job fair at Marblehead High School, connecting hundreds of teens with 19 local and regional businesses, government agencies and non-profit, community-based organizations.

It’s a “win-win-win scenario for everybody,” Marblehead for Teens board member Sally Schreiber-Cohn said. “It’s a win for the business that could use some extra help and a positive way for teens to get their foot in the door and become active in their own town.” The job fair was a huge success because of the collaborative spirit the town exhibited.

“Students face many roles...as they move through the high school years, and we want them to be prepared to present themselves in the best way possible.”

- Layne Millington, Marblehead High School Principal
STRENGTH AT ANY AGE

“Age is only a number.” For a group of nearly 20 elderly men and women at Haverhill’s Sarah’s Place, this old adage is evident in spirit, mind and, yes, body. Every Wednesday when Y fitness instructor Robin Nightingale visits, these seniors certainly don’t act their “number.”

Seniors with limited mobility join this exercise class with giant smiles and excitement. When Robin enters the room with her music and chair exercise program for the seniors, the room starts pumping—literally. Seniors with difficulty walking and standing sit up straight and happily lift their arms, curl their biceps and move their feet for Robin. An enthusiastic participant, Cyndi, shouts over the music, “She works us good!”

Sarah’s Place is designed as a safe and nurturing environment that allows seniors to obtain the daily support they need to remain in their own homes. The partnership with the Haverhill YMCA helps to meet their seniors’ physical needs.

Sarah’s Place Executive Director Amy Anwyl, is grateful for the partnership with the Y. “The Y comes to us because our seniors can’t come to them. They look forward to this class every week and it gives them a therapeutic boost,” she explains.

These five outreach programs exist because of the generous support of our partner, the Griffin White Foundation. Each year, the YMCA receives funding to provide these essential programs for more than 300 seniors each week.

While these Senior Centers tend to serve Haverhill’s most vulnerable elder population, more mobile seniors flock to the Y and incorporate our programs into their healthy lifestyle. The Griffin White Foundation also supports membership scholarships for low-income seniors at the Haverhill Y.

Tracy Fuller, Haverhill YMCA Executive Director, says the Y welcomes all seniors inside our walls and out. “Our Y facility has great amenities for seniors with our pool, fitness room and classes like Zumba and water aerobics. Like all Y programs, we don’t turn anyone away based on financial need. The Griffin White Foundation allows us to keep that promise and make a real difference in the lives of Haverhill’s older adult community.”

HAVERHILL YMCA SENIOR OUTREACH PROGRAMS

- Baker-Katz Skilled Nursing & Rehab Center
- Buttonwoods Place Adult Day Health Center
- Lakeview House
- Merrivista Senior Center
- Sarah’s Place
Seniors build strength and endurance with Y fitness instructor Robin Nightingale at the Haverhill Y’s senior outreach program at Sarah’s Place.
Ipswich Middle School youth get active as part of the new Fit Crew Team.
IPSWICH FAMILY YMCA

GETTING FIT WHILE HAVING FUN

Since the “latchkey kid” crisis in the 1980s, the YMCA has been offering quality afterschool programs that provide a safe, fun place where children develop self-confidence, interpersonal relationships, positive values and academic achievement—all while building a strong sense of community. Through this effort, the Y has become the largest child care provider in the U.S.

Since its days in the basement of the Ascension Memorial Church, youth at the Ipswich Family YMCA have been participating in afterschool programs for decades. Today’s Y runs a popular After the Bell program for elementary school children, but there was still a gap in serving older children without afterschool activities.

Until now. The Ipswich Y has boosted its commitment to our community’s youth by partnering with the Town of Ipswich and the Ipswich Middle School to provide free access to the Y for Ipswich Middle School students. With funding from the town for transportation, up to 30 preteens pour into the Y every day after school for an afternoon of fun activities.

As part of the Y’s Heart Healthy initiative, they have access to the entire facility and can participate in a variety of activities and classes—from Basic Weight Training to Drama. The Y’s fitness team has tailored programs just for them and provided instruction on how to use fitness equipment properly and effectively.

Ipswich Family YMCA Associate Executive Director Merri-Lynn Lathrop observes, “It’s phenomenal seeing a group of middle schoolers playing pick-up basketball instead of video games, laughing in the pool instead of texting and daring each other to finish a cardio workout instead of a cigarette. They’re having so much fun with their friends, they don’t even realize they’re making healthy lifestyle choices!”

Ipswich Middle School Principal David Fabrizio agrees. “The afternoon program has created a buzz amongst our students. Ipswich is a very active community, but this year’s endless winter has put that dedication to fitness to the test. The Y Fit Crew program was exactly the solution our students needed for the winter blues.”

Parents are thrilled, too. “Parents and students alike have reported satisfaction with the program,” remarked Fabrizio. “They love the convenience of the bus and the welcoming, open nature of the Y. In the coming years Ipswich Middle School hopes to grow this partnership and provide even greater opportunities for our students.”

Studies show that teens who participate in afterschool programs are less susceptible to peer pressures like drinking and smoking. The Ipswich Y solution: Y Fit Crew.
# 2013 FINANCIAL STATEMENTS

## STATEMENT OF ACTIVITIES
### YEAR END 2013 (UNAUDITED)

### SUPPORT:
- Annual Campaign: 999,329
- United Way: 155,731
- Other contributions & special events (net): 1,032,535
- **Total support**: 2,187,595

### REVENUE:
- Program fees, including camps: 6,991,148
- Residence fees and facility rentals: 2,303,595
- Membership dues and joiner fees: 12,596,125
- Childcare contracts and fees: 11,223,844
- Grant revenue: 375,937
- Investment income used in operations: 204,770
- Financial Assitance: (2,326,734)
- **Total Revenue**: 31,368,685

### EXPENSES:
- Salaries, wages and personnel costs: 20,292,281
- Contract and professional services: 364,619
- Supplies, telephone and postage: 544,464
- Occupancy, transportation & related costs: 3,471,613
- Debt service and financing costs: 530,035
- Depreciation and amortization: 2,336,583
- Bad Debt expense: 72,025
- Other costs and expenses: 3,334,852
- **Total expenses**: 30,946,472

### OTHER REVENUES (EXPENSES):
- Capital contributions: 129,884
- Provision for uncollectible pledges: (80,491)
- Change in Cash Surrender Value: 127,153
- Change in Beneficial Interest in Trust: 77,898
- Investment Income: 378,172
- Net realized & unrealized losses on investments: 565,125
- **Total other revenue (expenses)**: 1,197,741

### Net assets, beginning of year: 42,174,487
### Net assets, end of year: 45,982,036

## STATEMENT OF FINANCIAL POSITION
### YEAR END 2013 (UNAUDITED)

### ASSETS:
- Cash and cash equivalents: 2,146,873
- Accounts receivable: 804,940
- Pledge receivables: 222,532
- Investments: 6,919,834
- Property, plant and equipment, net of accumulated depreciation: 53,478,139
- Other assets: 8,137,922
- **Total assets**: 71,710,240

### LIABILITIES AND NET ASSETS:
- Accounts payable, accrued expenses: 4,653,886
- Deferred revenue: 484,472
- Capital lease obligations: 359,892
- Bonds and other long-term financings: 20,229,954
- **Total liabilities**: 25,728,204
- **Total net assets**: 45,982,036

## STATEMENT OF CASH FLOW
### YEAR END 2013 (UNAUDITED)

### CASH FLOWS FROM OPERATING ACTIVITIES:
- Change in net assets/members’ equity: 3,807,549
- Depreciation and amortization: 2,336,583
- Decrease in accounts payable and accrued expenses: (617,471)
- Other adjustment increases for operating activities: (901,416)
- **Total adjustments net cash provided by operating activities**: 4,625,245

### CASH FLOWS FROM INVESTING ACTIVITIES:
- Acquisition of property and equipment: (10,558,961)
- Increase in construction payable: 3,018,968
- Other cash flow decreases from investing activities: (1,580,174)
- **Net cash used in financing activities**: (9,120,167)

### CASH FLOWS FROM FINANCING ACTIVITIES:
- Principal payments on Bond, capital leases and other debt: (2,290,384)
- Borrowings of long-term debt: 7,716,677
- Cash flows from financing activities: 5,426,293

### Net increase in cash and cash equivalents: 931,371
### Beginning of year: 1,215,502
### End of year: 2,146,873

### SUPPLEMENTAL DISCLOSURE:
- Cash paid during the year for interest: 417,639
- Capital expenditures included in accounts payable: 3,018,968
YMCA OF THE NORTH SHORE LEADERSHIP

YMCA of the North Shore Board of Directors

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* Local YMCA Board President
Each of the six local YMCAs has local board leadership. An additional 120 volunteers represent their local communities.

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Reverend Deborah Phillips
John Russell
Betsye Sargent
Gary Stigwolt
Christine B. Sullivan
Stanley Usovicz
Sarah Wheeler-Gaddipati
James Zisson
2013 Donors
Donors listed have supported the YMCA with a 2013 contribution(s) to help fund two important efforts – The Y’s Financial Assistance Program and/or special Y initiatives and programs that further the Y’s mission.

Platinum Triangle $25,000+

Tesa Van Munching
Suffolk Construction
State Street Foundation
John & Gabrielle Rogers
Mr. Leslie S. Ray & Ms. Katherine Ray

National Grand Bank
Lucia & Don Greenough
Edward S. & Winifred G. Moseley
City of Salem Board of Commissioners

Braitmayer Foundation
City of Salem Board of Commissioners Trust Fund
Lee & Liz Dellicker
Demoulas Foundation
Mr. & Mrs. Andy Devereaux
Edward S. & Winifred G. Moseley Foundation
Lucia & Don Greenough
Griffin-White Foundation, Inc.
Brian & Kathy Hines
Karhu/Craft
Mr. Caleb Loring, Jr.†
Mary and Lucy Bell Trust
National Grand Bank
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Bronze Triangle $5,000-$9,999

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Beverly Chamber of Commerce
Beverly Bank
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In Memory Of
The following list is the names of people whom donations were made in memoriam.
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THE FEELING OF COMMUNITY

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